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State of the
Accomplishment

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Message from the Attorney General

America's crime rate has declined dramatically over the past several years. The Federal Bureau of Investigation's Uniform Crime Report shows that serious crime declined by 3 percent in 1996, the fifth consecutive annual reduction. The Bureau of Justice Statistics' National Crime Victimization Survey for 1996 revealed the lowest victimization rates recorded since the survey began in 1973.

While there are surely many factors that contribute to this welcome news, one of them has to be America's outstanding correctional system—the hundreds of jails, prisons, and halfway houses that help keep our Nation safe. Correctional agencies enhance public safety in four ways. First, they incapacitate offenders so that they can no longer victimize law-abiding citizens. Second, they provide meaningful punishment by depriving lawbreakers of their freedom. Third, they serve as a deterrent; some would-be lawbreakers may avoid crime because they don't want to go to jail or prison. Finally, through education, vocational training, drug treatment, and a host of other programs, correctional agencies provide the tools inmates need to rehabilitate themselves.

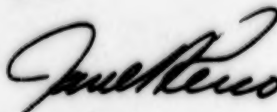
The correctional system with which I am most familiar is the Federal Bureau of Prisons, which is a component of the Department of Justice. During my 5-year tenure as Attorney General, I have been extremely proud of the way the Federal Bureau of Prisons accomplishes all four of these goals simultaneously. The programs of which I am most proud, however, are those that

allow inmates to bring about real rehabilitation—real change in their lives.

More than 90 percent of Federal inmates will someday be released back to the community. Inmates who take advantage of such programs as education, vocational training, and drug treatment have a much greater chance of living productive, crime-free lives upon release. Further, the Bureau's mandatory work assignments teach inmates vitally needed job skills and give them experience at practicing responsible work habits.

Several recent studies have shown that Bureau work, education, and drug treatment programs have a significant effect on recidivism rates: inmates who participate are less likely to return to prison than inmates who do not. In addition, these programs also improve inmates' behavior while incarcerated, thus increasing the safety of staff, other inmates, and the general public.

Each day, thousands of men and women go to work in America's Federal prisons—as officers, counselors, teachers, and other staff members—because they believe they can make a difference. Studies now tell us that they do. Each of us should be grateful for the extra measure of security Federal correctional workers bring to our lives.



Janet Reno

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Message from the Director

Each year, the *State of the Bureau: Accomplishments and Goals* highlights the Federal Bureau of Prisons' progress toward meeting its strategic management goals. The Bureau adopted the strategic management concept a decade ago, and it has enabled us to meet successfully the unprecedented challenges of corrections in the late 1980's and the 1990's.

What makes strategic management so valuable for the Bureau is that it encompasses not only our current needs, but also our long-term goals for the future—as well as our historical values and principles. Thus, the BOP has developed a management philosophy that lives up to the maxim for successful private sector corporations that is outlined in the recent book *Built to Last*, by James C. Collins and Jerry I. Porras—that organizations are best able to succeed when they “preserve the core,” while at the same time “stimulating progress.”

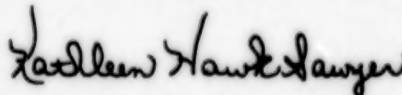
It is important to “preserve the core” because, in order for an organization such as the BOP to look ahead, set goals, and develop strategies for meeting those goals, it must first look within, to clarify its understanding of itself and its mission. To this end, the Bureau identified a series of cultural anchors and core values when it moved to strategic management 10 years ago. Those cultural anchors and core values appear on page 5 of this publication, and most can be traced back to concepts and operating philosophies that emerged in the Bureau's earliest days. The Bureau's long-term goals are firmly rooted in those cultural anchors and core values.

But if the Bureau's long-term goals “preserve the core” by being tied to its historical traditions, they also “stimulate progress” by providing a framework for its future development. Each of

the long-term goals gives tremendous scope for important and innovative objectives that empower the BOP to solve problems, meet challenges, anticipate trends, respond to changing circumstances, and carry out its mission as effectively as possible. Our progress toward meeting FY-97 objectives is discussed on pages 7-16, and the objectives for FY-98 are outlined on pages 17-20.

I am proud of the Bureau's ability to take charge of its future in a way that relies on its past. Combining tradition and innovation in this way has given the Bureau both the stability and the flexibility it needs to serve the people of the United States as an effective partner in the Federal law enforcement community.

One of the Bureau's most valued cultural anchors is the “Bureau Family” concept, which encourages healthy and supportive relationships among staff, and organizational responsiveness to staff needs. This sense of family within the Bureau is especially keen when tragedy strikes, as it did on April 3, 1997. That evening, Senior Officer Specialist Scott Williams was killed by an inmate at the U.S. Penitentiary at Lompoc, California. Although Officer Williams' death occurred during 1997, we published a tribute to him in the 1996 *State of the Bureau*. Additional copies of that tribute may be obtained from our Office of Public Affairs. I wanted to take this opportunity, however, to express our continued sorrow over the death of Officer Williams. Kristy Williams and her daughters, Kaitlin and Kallie, as well as all of Officer Williams' loved ones, remain in the prayers of all members of the Bureau Family.



Kathleen Hawk Sawyer

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Bureau of Prisons Fundamentals

Mission Statement

The Federal Bureau of Prisons protects society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, and appropriately secure, and which provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens.

Cultural Anchors/Core Values

■ *Bureau Family*

The Bureau of Prisons recognizes that staff are the most valuable resource in accomplishing its mission, and is committed to the personal welfare and professional development of each employee. A concept of "family" is encouraged through healthy, supportive relationships among staff and organization responsiveness to staff needs. The active participation of staff at all levels is essential to the development and accomplishment of organizational objectives.

■ *Sound Correctional Management*

The Bureau of Prisons maintains effective security and control of its institutions utilizing the least restrictive means necessary, thus providing the essential foundation for sound correctional management programs.

■ *Correctional Workers First*

All Bureau of Prisons staff share a common role as correctional worker, which requires a mutual responsibility for maintaining safe and secure institutions and for modeling society's mainstream values and norms.

■ *Promotes Integrity*

The Bureau of Prisons firmly adheres to a set of values that promotes honesty and integrity in the professional efforts of its staff to ensure public confidence in the Bureau's prudent use of its allocated resources.

■ *Recognizes the Dignity of All*

Recognizing the inherent dignity of all human beings and their potential for change, the Bureau of Prisons treats inmates fairly and responsively and affords them opportunities for self-improvement to facilitate their successful re-entry into the community. The Bureau further recognizes that offenders are incarcerated as punishment, not for punishment.

■ *Career Service Orientation*

The Bureau of Prisons is a career-oriented service, which has enjoyed a consistent management philosophy and a continuity of leadership, enabling it to evolve as a stable, professional leader in the field of corrections.

■ *Community Relations*

The Bureau of Prisons recognizes and facilitates the integral role of the community in effectuating the Bureau's mission, and works cooperatively with other law enforcement agencies, the courts, and other components of government.

■ *High Standards*

The Bureau of Prisons requires high standards of safety, security, sanitation, and discipline, which promote a physically and emotionally sound environment for both staff and inmates.

Customer Service Plan

President Clinton signed Executive Order 12862 "Setting Customer Service Standards" on September 11, 1993. This order required each agency to develop service standards in order to carry out the principles of the National Performance Review.

Customer Service Standards

The Federal Bureau of Prisons protects society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, and appropriately secure. Committed to maintaining a healthy partnership with the community, the BOP will:

■ In the event of an inmate escape from a Federal institution, notify Federal and local law enforcement officials immediately and furnish them with the details of the escape and the identity of the escapee.

■ At least 5 days prior to releasing an inmate with prior convictions for a drug trafficking crime or a crime of violence, notify the State and local law enforcement officials of jurisdiction.

■ Notify the victim/witness of the following inmate activities within the specified time frames:

⇒ Initial designation: 30 days.

⇒ Death: 30 days.

⇒ Parole hearing: 60 days prior to the hearing.

⇒ Release to the community: 60 days prior.

⇒ Furlough: as early as possible before the actual furlough date (by phone if necessary).

⇒ Transfer to a halfway house: upon acceptance at the halfway house with the acceptance date.

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FY-97: The Year in Review

Introduction

The Federal Bureau of Prisons (BOP) uses a strategic planning approach to management. Strategic planning is driven by the BOP's Mission Statement, which is supported by six broad correctional goals. The agency's mission and six national goals are reviewed by the Bureau's Executive Staff annually at a dedicated planning session and then regularly throughout each year to ensure that they continually meet the needs of society and reflect the vision and mission of a modern correctional agency and the challenges confronting the Bureau. Specific objectives, which fall under each of the broad goals, are also reviewed and modified as necessary.

The BOP's current strategic plan reflects major issues that face the agency today. Particular emphasis is placed on those that are relevant to institutional operations and those that impact the safety and security of BOP institutions.

The following is an overview of the Bureau's FY-97 accomplishments, arranged according to the Bureau's six national goals.

Goal - Population Management:

The BOP will proactively manage its offender population to ensure safe and secure operations.

■ The BOP's inmate population at the end of FY-97 was 112,289 (101,091 in its own facilities and 11,198 in contract confinement). This is an increase of 6,857 over the FY-96 year-end inmate population of 105,432 (94,695 in BOP facilities and 10,737 in contract confinement). At the end of FY-97, the BOP had a rated capacity of 83,022, an increase of 6,580 beds over the rated capacity of 76,442 at the end of FY-96.

By the end of FY-97, Bureau institutions were operating at 122 percent of capacity. (This 122 percent figure was the average crowding rate; crowding at high and medium security institutions was significantly higher, at 151 percent and 137 percent, respectively.)

Through its ongoing construction and expansion program, the BOP added significant prison capacity during FY-97. Facilities activated during FY-97 included Federal Correctional Institutions (FCI's) in Beaumont, Texas; Elkton, Ohio; Yazoo City, Mississippi; and Forrest City, Arkansas; a U.S. Penitentiary (USP) in Beaumont, Texas; a Federal Prison Camp (FPC) in Elkton, Ohio; and a Federal Detention Center (FDC) in SeaTac, Washington. In addition, construction was completed on FPC's in Beaumont, Texas, and Coleman, Florida; inmates began arriving at these facilities early in FY-98.

There were 23 facilities under some phase of development at year's end; these will provide an additional 15,056 beds.

Construction continues at: the Federal Medical Center (FMC) in Butner, North Carolina; FDC Brooklyn, New York; FCI and FPC Edgefield, South Carolina; FMC Devens, Massachusetts; FDC's in Philadelphia, Pennsylvania, and Houston, Texas; and an FCI in Victorville, California.

Other projects include USP Pollock, Louisiana; FDC Hawaii; USP Atwater (formerly Castle AFB), California; USP Lee County, Virginia; a USP in the State of Kentucky; FPC Forrest City, Arkansas; FPC Devens, Massachusetts; FPC Pollock, Louisiana; FPC Victorville, California; FPC Atwater, California; FPC Lee County, Virginia; and an FPC in the Mid-Atlantic area.

■ In accordance with a Congressional mandate, during 1997, the Bureau awarded a contract for the management and operation of a Government-owned, contractor-operated facility for Federal inmates in Taft, California. During a 5-year Demonstration Project, the Bureau will evaluate the potential effectiveness of privatizing future BOP facilities. The Taft correctional institution includes a 1,536-bed low security prison and a 512-bed minimum security camp that will help reduce crowding in the Western Region. The facility started receiving inmates in December 1997.

■ On August 5, 1997, President Clinton signed into law the National Capitol Revitalization and Self-Government Improvement Act of 1997. This law

included provisions intended to "revitalize" the District of Columbia (D.C.) by transferring to the Federal Government many State-like functions. As a result of this legislation, the responsibility for incarcerating D.C. sentenced felony offenders will be transferred from the D.C. government to the Federal Bureau of Prisons by the end of 2001. This will require the Bureau to absorb approximately 7,000 additional offenders. (According to the statute, some of these offenders are to be held in contract facilities.) Upon passage of this bill, the Bureau immediately began planning for the transition.

■ In FY-97, the Bureau activated its third Intensive Confinement Center (ICC) in Lompoc, California. Eighty-four male inmates graduated from this correctional "boot camp" in FY-97. The ICC in Lewisburg, Pennsylvania, graduated 233 male inmates during the fiscal year, and the ICC in Bryan, Texas, graduated 208 female inmates.

■ The BOP has actively encouraged non-citizen inmates to apply for international treaty transfer to their native countries. This allows foreign national inmates to be nearer their families while, at the same time, decreasing the U.S. Government's cost of housing non-citizen offenders.

During FY-97, under the auspices of the Department of Justice Prisoner Exchange Program, the BOP worked with the Office of Enforcement Operations (OEO) and the U.S. Marshals Service (USMS) to return 369 foreign inmates from BOP

facilities to 18 different countries and 112 American citizens from foreign prisons to the U.S. to finish serving their sentences. The majority of foreign nationals were returned to Mexico (76 percent) or Canada (12 percent).

■ At the end of FY-97, the number of inmates in Community Corrections Center (CCC) and home confinement programs was approximately 6,250. During FY-97, more than 70 percent of all BOP releases (some 18,000 offenders) went through community-based transitional programs; approximately 90 percent successfully completed them.

■ During FY-97, the BOP also expanded the use of Comprehensive Sanctions Centers (CSC's), which are designed to provide enhanced oversight and intensive programming for offenders, including those on supervision who have reverted to the use of drugs, as well as inmates returning to the community after extended periods of incarceration. While similar in many ways to traditional CCC's, CSC's place even greater emphasis on offender accountability, drug treatment, and programs to assist inmates in successfully reentering society. Of the BOP's approximately 250 residential community programs, 33 are now CSC's.

Goal - Human Resource Management:

The BOP will have a competent and representative workforce meeting the organization's needs up to and beyond the year 2000.

■ In FY-97, a total of 2,846 job applicants were selected for initial employment with the BOP, increasing the agency's total staff complement to 30,212.

■ In an effort to foster employee development, career advancement, and equal opportunity, the BOP established a formal mentoring program in January 1995. The mentoring program allows interested employees to enhance their personal growth and professional development and to improve their potential for upward career mobility. It seeks to increase staff morale, career success, and job satisfaction, and to develop the next generation of leaders within the BOP. More than 1,000 proteges and an equal number of mentors participated in the mentoring program during FY-97. The BOP remains firmly committed to this program.

■ During FY-97, to ensure and maintain a competent workforce, 3,386 staff members attended training at the Staff Training Academy in Glynnco, Georgia; 5,220 attended training at the Management and Speciality Training Center in Aurora, Colorado; and thousands more attended various internal and external training programs.

■ Since January 1997, as a condition of employment, all employees entering on duty into law enforcement positions have been required to participate and successfully complete the Physical Ability Test (PAT) during the Introduction to Correctional Techniques Program at the Staff

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Training Academy in Glynnco, Georgia. The PAT includes the following five tests: dummy drag, ladder climb, obstacle course, ¼ mile run and cuff, and stair climb. From February 25 - November 5, 1997, 2,046 trainees took the PAT; 2,026 passed, 4 received medical exemptions, and 16 failed on their initial attempt. Of the 16 failures, 9 passed when retested, 4 were given medical exemptions, and 3 refused to take the retest. The PAT was created to ensure that individuals hired for law enforcement positions in the BOP are physically able to perform correctional work safely and successfully.

■ During FY-97, the Bureau's Human Resource Research and Development (HRRD) Office completed an analysis of the race and gender composition of the BOP workforce. The office examined data from 1980 to 1996 to determine trends and movement of minority and women employees in the BOP workforce. In addition, employees were categorized on several personal and job characteristics to provide further information on race and gender distribution. HRRD's analysis revealed the following:

In general, the percentage of minorities in the Bureau's workforce has increased steadily since 1980. Racial minorities increased from 21.8 percent of the BOP workforce in 1980 to 32.3 percent in 1996 (African Americans from 15.5 percent to 19.1 percent; Hispanics from 5.3 percent to 10.0 percent; Asians from 0.4 percent to 1.9 percent; and Native Americans from 0.6 percent to 1.3 percent). (The trends for Native Americans and

Asians must be interpreted with caution; because they comprise only a small portion of the overall workforce, a small change in the number of Native American or Asian staff can have a significant, and perhaps misleading, impact on percentages.)

Women increased from 18.1 percent of the workforce in 1980 to 26.7 percent in 1996. However, the percentage of women working for the BOP appears to have stabilized since 1991 (staying at roughly 26.6 percent).

The minority trends based on grade level and supervisory status indicate that racial minorities and women are occupying an increasing number of managerial, upper-level, and supervisory positions. For example, the percentage of racial minorities in grades 13-15 increased from 10.6 percent in 1980 to 23.9 percent in 1996. Similarly, women in grades 13-15 increased from 5.2 percent in 1980 to 23.1 percent in 1996.

Over the past 15 years, racial minorities have received promotions, reassignments, and transfers in close proportion to their distribution within the BOP. For example, in 1996, Hispanics represented 10.0 percent of all BOP employees, and received 9.6 percent of promotions, 11.3 percent of reassignments, and 11.9 percent of transfers. African Americans represented 19.1 percent of the BOP workforce, and received 19.1 percent of all promotions, 19.3 percent of all reassignments, and 23.5 percent of all transfers.

During the same period, women have received promotions and reassignments in a greater proportion than their representation in the Bureau. For example, in 1996 women represented 26.7 percent of the BOP workforce, and received 38.2 percent of promotions and 41.3 percent of reassignments.

Employee work experience varies by minority status. The average years of BOP service for all minority groups has increased since 1980, creating less differential between racial minorities and whites, and between women and men.

Overall, the percentage of minority new hires continues to increase. For example, the percentage of racial minority new hires in 1980 was 28.7 percent. In 1996, the percentage of racial minority new hires increased to 38.7 percent.

Gender and racial diversification continue within the Federal Bureau of Prisons workforce. The Bureau believes that a diverse workforce makes it better able to meet the many challenges it faces.

Goal - Security and Facility Management:

The BOP will maintain its facilities in operationally sound conditions and in compliance with security, safety, and environmental requirements.

■ On April 3, 1997, Senior Officer Specialist Scott J. Williams was killed in an attack by an inmate at the U.S. Peni-

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tentiary in Lompoc, California. The inmate then attacked Senior Officer Specialist Scot Elliott, as well as Officers Scott Leedham, Marcos Marquez, and Mark Stephenson, before he was finally subdued. (While this terrible tragedy actually occurred in FY-97, the BOP ran a full tribute to Officer Williams in the FY-96 *State of the Bureau*.) Tragedies such as this are somber reminders of the dangers of correctional work; they underscore the dedication and bravery of all BOP employees.

■ During FY-97, there were no escapes from any of the BOP's 79 secure institutions. (A "secure institution" is a facility with a wall or fortified fence around its perimeter. All BOP facilities except minimum-security Federal Prison Camps are classified as "secure.")

The Bureau's escape rate from secure institutions has shown a steady and significant decline over the past several years. The rate per 5,000 inmates has dropped from 16.2 in 1982, to 2.3 in 1987, to 0.2 in 1992 to zero in 1997. The virtual elimination of escapes is the result of a long-term emphasis on security enhancements at all BOP institutions. The Bureau has improved lighting patterns, fortified fences, enhanced escape detection systems, modified patrol patterns, improved key and tool control, strengthened staff training, and made countless other major and minor modifications to increase security and protect the safety of staff, inmates, and the general public.

■ During FY-97, the BOP redoubled its efforts to manage inmate behavior proactively—primarily through an increased emphasis on candid, open communication between staff and inmates as part of a renewed commitment to the Bureau's Unit Management concept. Direct and frequent communication and interaction between staff and inmates lies at the very core of the BOP's inmate management philosophy. This approach helps staff know inmates, understand their needs, and respond appropriately to those needs. Inmates come to trust staff, making it more likely that they will understand and accept changes in law or policy—even changes they may not like. Historically, the Bureau has found that communication and trust are the keys to preventing misunderstandings that can lead to individual or group misconduct.

In an effort to strengthen this kind of proactive inmate management, the Bureau formed the Proactive Prison Management Workgroup in March 1996. This group, comprised of senior BOP managers, is focusing on ways to enhance communication, understanding, and trust between inmates and the BOP staff who supervise them—not as a way to "coddle" inmates, but, rather as a way to enhance the safety and security of every BOP institution.

■ While prevention has an enormous impact on the safety and security of BOP institutions, preparation for actual emergencies is also critical. The BOP continues to take a proactive approach to crisis management through training programs for its Special Operations Response

Teams (SORT's), Disturbance Control Teams (DCT's), and Hostage Negotiation Teams (HNT's).

To enhance its ability to deal with potential internal disruption in its operations, intensive, week-long SORT maneuvers and training were held in each of the Bureau's 6 regions, involving all 50 SORT's and 62 HNT's. During these training exercises, wardens, associate wardens, captains, and SORT and HNT leaders received training in command and control operations during a crisis situation.

The Bureau maintains a Memorandum of Understanding with the Federal Bureau of Investigation (FBI) concerning hostage situations or other criminal actions that require FBI presence at BOP institutions. Several BOP/FBI joint training sessions were conducted during 1997. These training sessions allowed senior officials of both agencies to develop their abilities to respond to major incidents where joint crisis resolution efforts may be necessary.

■ During FY-97, the BOP began a major initiative designed to prevent inmates from engaging in continued criminal activity while they are incarcerated. This program includes improved inmate "profiling" (determining from an inmate's background whether he or she is at a comparatively high risk of committing additional crimes while incarcerated); enhanced monitoring of social telephone calls, social correspondence, and visiting room activities; increased

emphasis on intelligence collection and analysis; and greater coordination with Federal, State, and local law enforcement authorities in identifying and investigating crimes committed by inmates.

Goal - Correctional Leadership and Effective Public Administration:

The BOP will manage its operations and resources in a competent and effective manner which encourages creativity and innovation in the development of exemplary programs, as well as excellence in maintaining the basics of correctional management. The BOP continually strives toward improvements in its effective use of resources and its efficient delivery of services.

■ As of June 1997, more than 7,220 community volunteers were working in BOP institutions, and another 716 were working in contract Community Corrections Centers. Community volunteers augment BOP programs, teaching literacy skills, providing spiritual guidance, sponsoring music and art programs, and modeling mainstream community values. The National Office of Citizen Participation recently revised its mission statement to emphasize opportunities for both staff and inmate volunteerism.

■ With the increasing cost of health-care and an aging inmate population, well-managed medical services are a critical factor in prison administration. The Joint Commission on Accreditation

of Healthcare Organizations (JCAHO) has accredited the medical facilities at 84 BOP institutions. The average JCAHO accreditation score for an ambulatory care facility improved from 85 percent in 1994 to 94 percent in 1996. The score for medical referral centers (i.e., prison hospitals) has improved from 86 percent in 1993 to 96 percent in 1996.

■ As members of the Detainee Health Care Issues Laboratory, the Bureau's Health Services Division, in cooperation with the USMS and the Immigration and Naturalization Service, is developing a common infectious disease screening database for Federal detainees. This database is expected to improve communication and containment procedures regarding tuberculosis and other infectious disease cases.

■ In a pilot project, the BOP, working with the Department of Veterans Affairs and the Department of Defense, has developed a Telemedicine project to reduce costs and enhance security by reducing the need to transport inmates to community healthcare facilities. Veterans Administration physicians in Lexington, Kentucky, provide psychiatric and medical specialty consultation to Bureau sites in Pennsylvania; there have been more than 500 Telemedicine examinations conducted during the course of the 18-month pilot project. The BOP will complete the evaluation of the pilot in 1998.

■ During FY-97, the Bureau completed implementation of a Wide Area Network

(WAN) to link all BOP computers together and allow for the exchange of information, data, and messages. Virtually all Bureau workstations now have access to this WAN, known as BOPNet. The network is now used to carry electronic mail, documents, and other data throughout the Bureau. This infrastructure will be used as the platform for all data sharing applications that the Bureau develops in the future. Using various links and gateways, BOPNet is also the route for access to SENTRY, the Internet, and other Justice Department applications.

■ In 1995, selected BOP staff at 14 Bureau locations began using Government-issued VISA cards for small purchases. Based on the success of the pilot, the program was expanded Bureau-wide, and all institutions and offices were using VISA cards by the end of FY-97. VISA card usage has halved the number of "small purchase" procurements that have to be processed by business office staff. This, in turn, is expected to bring about a Bureau-wide reduction in the number of procurement and accounting staff needed to process such transactions.

■ During FY-97, the Bureau of Prisons worked with the United Parcel Service to reduce shipping costs for small packages by approximately 50 percent. In addition, the BOP imposed new limitations on the amount and type of personal property that inmates can possess. This will reduce shipping costs associated with the transfer and release of BOP inmates.

■ In FY-97, more than \$4.5 million in court ordered obligations was collected from inmates through the Inmate Financial Responsibility Program (IFRP). The majority of these funds are distributed, through U.S. Attorney's Offices and the Department of Justice's Crime Victims Fund, to victim assistance and support groups or as direct compensation to victims for losses resulting from crimes.

■ From February 10-14, approximately 100 staff, representing all BOP institutions, participated in a National Symposium on Victims of Federal Crime, in Washington, D.C. The symposium was sponsored by the Justice Department's Office for Victims of Crime, and was organized in cooperation with the National Organization for Victims Assistance (NOVA). This event was the first national gathering of victim/witness program coordinators, law enforcement and correctional professionals, mental health experts, members of the clergy, and others in the field, for the purpose of discussing strategies for improving programs and services for victims of crime, and coordinating victims assistance initiatives between various agencies. Workshops were held on a wide variety of topics, including restorative justice, stalking crimes, crisis intervention, empowerment of sexual assault survivors, surviving domestic violence, hate and bias crimes, crime victims and the media, delivery of services to different types of crime victims, international victim issues, and crime victim compensation.

■ As the victims' rights movement has matured in the United States, the more comprehensive idea of "restorative community justice" (RCJ) has developed. In addition to basic restitution, a variety of mechanisms—such as mediation and victim impact classes—may be employed to help some crime victims recover from their individual victimizations. While the Bureau already participates in RCJ by notifying victims of an offender's release and facilitating the payment of financial restitution to victims, BOP leaders are looking at additional ways to be responsive to the needs of Federal crime victims. One pilot program that may allow the BOP to better facilitate the RCJ process is the Victim Awareness Program. This program currently is being implemented at Community Corrections Centers in Baltimore, Maryland, and Tampa, Florida. The Victim Awareness Programs in Baltimore and Tampa involve three key elements: Victim Advisory Boards, Restorative Volunteer Service, and Victim Awareness Classes.

■ On February 26, then-Deputy Attorney General Jamie Gorelick hosted the 1996 "JUSTWORKS" awards ceremony. The "JUSTWORKS" award honors Department of Justice employees who implement programs that "cut red tape, put customers first, and get back to basics." The Bureau of Prisons was recognized for the Direct Delivery of Military Parts program initiated between UNICOR and the Defense Electronics Supply Center. This program allows the direct delivery of the product from the UNICOR factory at FCI Phoenix to the

military end user, eliminating the need for the product to be sent to a warehouse as an intermediate step. Prior to this initiative, the average time from requisition to customer receipt was 288 days; under the Direct Delivery system, the average time is just 13 days.

Goal - Inmate Programs and Services:

The BOP provides services and programs to address inmate needs, providing productive use-of-time activities, and facilitating the successful reintegration of inmates into society, consistent with community expectations and standards.

■ Inmate employment reduces the idleness that can breed unrest and violence. All inmates are required to work unless they have a medical exemption. At the end of FY-97, Federal Prison Industries, Inc. (FPI) employed approximately 17,500 inmates, or about 18 percent of inmates in BOP-operated facilities. Most other inmates were involved in institutional work assignments such as grounds maintenance, food service, or facilities upkeep. In addition, some Federal inmates were assigned to work details on military bases and in National Forests.

During FY-97, FPI activated five new factories, at FCI Beaumont (Low), USP Beaumont, FPC Bryan, FCI Yazoo City, and FCI Forrest City, to keep pace with the population growth and to keep inmates productively occupied. This brought the total number of UNICOR factories to 97.

Initial figures for FY-97 show that FPI's net sales reached \$512 million, compared to \$495 million and \$459 million respectively for FY-96 and FY-95.

FPI continues to offer its diverse line of products and services to Federal Government customers. By employing as many inmates as possible, it contributes significantly to safety and stability in BOP institutions. At the same time, it strives to minimize any undue adverse impact on private sector businesses.

On June 18, 1997, following extensive building renovations, FPI held a dedication ceremony for its new headquarters, located at 400 First Street, N.W., in Washington D.C. BOP Assistant Director for Industries, Education, and Vocational Training Steve Schwalb presided over the ceremony; BOP Director Kathleen Hawk Sawyer and FPI Board of Directors Chairman Joseph Aragon delivered remarks.

■ In an effort to help inmates obtain job and life skills while at the same time reducing inmate idleness, the Bureau has established a number of measurable performance goals in the area of inmate education.

One goal is to increase the amount of time inmates spend in BOP classrooms. Between FY-96 and FY-97, the total number of inmate classroom hours increased by 18 percent—from 10,121,814 to 11,972,730.

Another goal is to increase the percentage of inmates enrolled in daily education programs. Between FY-96 and FY-97, this number increased from 30 percent to 32 percent.

A third goal is to increase the number of inmates who have a high school diploma or GED certificate by the time they leave BOP custody. In FY-97, 70 percent of inmates within 6 or 7 months of their projected release date had a high school diploma or GED credential.

■ During FY-97, the Bureau began a major new staff training program in order to accommodate inmates with special learning needs in BOP literacy, GED, and life skills programs. During FY-97, 56 BOP teachers received advanced training in diagnostic assessment and prescriptive teaching techniques.

■ During FY-97, 30 new recreation specialists were trained in alternatives to traditional recreational activities. Structured physical fitness and wellness programs, focusing on moderate exercise and healthy lifestyles, keep many BOP inmates productively occupied and positively focused. These programs help to reduce stress, provide appropriate, pro-social ways to use unstructured time, and encourage inmates to take greater responsibility for their own well-being.

■ In FY-97, the BOP Executive Staff approved standardized procedures for selecting and funding new vocational/occupational training programs and updating equipment for existing vocational/

occupational training programs. As a result, 25 new advanced occupational education programs and 22 equipment upgrade requests were approved for FY-98.

■ Approximately 30 percent of Federal inmates have histories of moderate to severe drug abuse. In order to reduce the number of inmates who return to drug-abuse and criminal lifestyles upon release, the Bureau operates drug treatment programs for inmates who need them. Included are residential programs (where inmates live in housing units devoted to drug treatment activities), a variety of non-residential programs (for inmates in the general population), and after-care programs.

The Violent Crime Control and Law Enforcement Act of 1994 (P.L. 103-322) required that the Bureau be able, by the end of FY-97, to provide drug treatment to all inmates who needed it and were willing to accept it. The BOP has met this requirement. By the end of FY-97, it had increased the number of residential drug abuse treatment programs from 32 (FY-94) to 42 (FY-97), and its yearly treatment capability from less than 4,000 to well over 6,000 inmates. From October 1, 1994 to September 30, 1997, the Bureau provided residential treatment to a total of 20,723 inmates.

Approximately 37 percent of all inmates in BOP Community Corrections Centers are enrolled in transitional drug abuse treatment programs. A total of 5,315 inmates participated in community-based

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drug treatment programs during FY-97; this represents a 30 percent increase over the FY-96 figure of 4,083. As a pilot project in FY-97, six Community Corrections Centers began providing drug treatment on-site.

■ In 1997, the Bureau released results for the first phase of its residential drug abuse treatment program evaluation project. This evaluation, conducted with funding and assistance from the National Institute on Drug Abuse, followed male and female inmates from 20 different treatment programs.

The first phase results compared the 6-month post-release outcomes for individuals who graduated from residential treatment to a comparison group of drug-abusing individuals who did not receive treatment. (In order to assess the effects of treatment, controls were made for self-selection into treatment as well as a host of background factors known to be related to post-release outcomes.) The results showed that individuals who completed residential treatment were less likely to be arrested for a new offense than inmates who had not participated in treatment. Treatment program graduates were also less likely to have tested positive for drug use during the first 6 months after release. Future reports will contain information on a release period of 3 years.

■ Encouraged by the positive results from the evaluation of its residential drug abuse treatment programs, the Bureau designed three new unit-based programs

for special populations of inmates. The cognitive-behavior approach, the theoretical model used in the Bureau's drug treatment programs to reduce criminal thinking and behavior, was carried over as the foundation for changing criminal patterns in inmates in high security institutions and in young offenders with long sentences. A special program was also designed in recognition of the need to accommodate inmates who have cognitive and social learning deficits. Each new program was developed with an assessment and evaluation component to ensure the program meets the goals of promoting positive behavior change and functions in the most cost-effective manner.

In March 1997, the BOP approved the implementation of a residential program at three penitentiaries: Atlanta, Leavenworth, and Lompoc. The program was named CODE to reflect the program goals of accepting Challenge, Opportunity, Discipline, and Ethics. The CODE program will expand the opportunities for high security inmates who want to make positive lifestyle changes. Program activities target the reduction of antisocial attitudes and behaviors, and emphasize the values of respect for self and others, responsibility for personal actions, honesty in relationships, and tolerance.

In May 1997, the BOP approved the implementation of a program designed for young offenders who are serving their first Federal sentence of more than 5 years. The Bureau's evaluation of the inmates involved in the October 1995 distur-

bances indicated that most of them were from this younger offender group. The BOP devised a strategy for introducing a structured program to these offenders at the earliest stage of incarceration, in order to enhance the BOP's ability to manage them. The program's activities are designed to bring about a significant increase in the quantity and quality of interactions between staff and inmates, with the goal of strengthening the ability of staff to have a positive influence over the inmates. Housed at the Federal Correctional Institution in Beckley, West Virginia, this initiative is known as the BRAVE (Beckley Responsibility and Values Enhancement) program.

The Federal Correctional Institution for medium security inmates at Coleman, Florida, will house the Skills Building Program for inmates who have cognitive and social learning needs. Inmates from institutions throughout the Southeast Region can transfer to Coleman for this 6-month program that is designed to assess inmates' educational needs, learning problems, and level of social functioning, and to develop appropriate strategies to meet those needs. The goals of the program are to increase participants' education levels, strengthen their social skills, and improve their ability to satisfactorily adjust to a correctional environment.

■ During 1997, 220 chaplains, assisted by approximately 8,000 contractors and volunteers, provided more than 230,000 religious services programs for inmates. Approximately half of these

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were worship services for adherents of the 31 major faith groups represented among BOP inmates. Regular activities include Protestant services, Catholic mass, Islamic and Nation of Islam Jumah Prayer, Native American sweat lodge ceremonies, Jewish sabbath services, and various rituals prescribed for other religious groups. Seminars and retreats (for inmates of all faiths) include weekend Prison Fellowship seminars, Christian retreats, Islamic seminars, parenting classes, marriage enrichment workshops, revivals, Yokefellow gatherings, Cursillos, and choir presentations.

■ The number of female offenders among the Bureau's inmate population continues to increase. Accordingly, the BOP continues to develop programs specifically designed to meet the physical, social, and psychological needs of female offenders. The Bureau issued a Program Statement on the management of female offenders in September 1997, and it continues to focus on female offender issues and develop programs designed to meet the needs of this special population. For example, the "Bridge" program at the Federal Correctional Institution in Danbury, Connecticut, helps inmates with histories of chronic sexual, physical, or emotional abuse overcome that trauma and learn ways to avoid future victimization. The SHARE (Sharing Hope About Recovery Experiences) program at the Federal Medical Center in Carswell, Texas, enables female offenders with histories of substance abuse, domestic violence, or sexual assault to interact with young "at risk" women in the

community. By describing and discussing their experiences, the inmates help the youths avoid making the same mistakes they did; this experience is also very therapeutic for the inmates.

■ In 1997, the Bureau approved a new action plan to prevent sexual abuse/assault of inmates. Agency policy for sexual abuse prevention and intervention is being revised to include procedures for recognizing, preventing, and reporting the sexual abuse of inmates by staff, and safeguarding the inmate victims. By the end of Spring 1998, every Bureau of Prisons employee will have received initial training about preventing the sexual abuse of inmates and responding appropriately should such abuse occur. In addition, an inmate awareness program, including procedures for reporting sexual abuse by staff, has been developed and will be implemented by the end of FY-98.

Goal - Building Partnerships:

The BOP will continue to seek opportunities for expanding the involvement of community, and local, State, and Federal agencies, in improving the effectiveness of the services it provides to offenders and constituent agencies. The active participation by BOP staff to improve partnerships will allow the BOP to carry out its mission within the criminal justice system and to remain responsive to other agencies and the public. The BOP will develop partnerships to focus the shared responsibility for the estab-

lishment of a supportive environment promoting the reintegration of offenders into the community.

■ During the past decade, the Federal detainee population has experienced unprecedented growth. To help provide for detention needs of other Federal law enforcement agencies, the BOP operates 7 Federal Detention Centers and 20 detention units at other BOP facilities. The BOP also operates a Federal Transportation Center to assist in the movement of inmates and detainees. During FY-97, the Bureau housed approximately 10,000 U.S. Marshals Service prisoners and more than 1,900 Immigration and Naturalization Service (INS) detainees each day in these facilities.

In March 1996, the Director of the BOP, the Commissioner of INS, and the Director of the Executive Office for Immigration Review (EOIR) signed a Memorandum of Understanding that implemented the enhanced Institutional Hearing Program (IHP). This program is designed to ensure that the 13,000 criminal aliens committed every year for service of Federal sentences will complete the deportation hearing process while still serving their sentences. This allows deportation to occur upon completion of the sentence, avoiding costly post-sentence detention.

During 1997, the BOP activated two major IHP facilities—one on the East Coast in Allenwood, Pennsylvania, and one on the West Coast in Lompoc, California. These facilities provide courtroom and office space for INS and EOIR

staff. This brings to 10 the number of IHP hearing sites at Bureau institutions and contract detention facilities around the Nation.

■ During FY-97, the Bureau of Prisons created the position of Associate General Counsel for Criminal Litigation in order to provide further support for U.S. Attorneys' offices pursuing criminal prosecutions against individuals in BOP custody. The Office of General Counsel has coordinated the Bureau's efforts to support Federal prosecutors during the trial of numerous high profile capital punishment cases, including *U.S. v. McVeigh* and *U.S. v. Nichols* (the bombing of the Alfred P. Murrah Federal Building in Oklahoma City), *U.S. v. Kaczynski* (the "Unabomber"), *U.S. v. Johnson* (Chicago's Black Gangster Disciples gang), and *U.S. v. Beckford et al.* (Richmond's Poison Clan drug gang). The Office of General Counsel advises Bureau of Prisons field and regional office staff in routine matters of criminal case investigation and prosecution and serves as a resource for Assistant U.S. Attorneys to promote the effective prosecution of inmates who commit crimes while in BOP custody.

During FY-97, the Bureau of Prisons vigorously supported the prosecution of inmates who committed crimes while in Federal correctional facilities. The U.S. Attorney's Office for the Northern District of Georgia successfully prosecuted inmate Anthony Battle for the 1994 murder of Federal Correctional Officer D'Antonio Washington. Inmate Battle

received the death sentence and is currently awaiting execution.

Also during FY-97, several U.S. Attorneys' Offices, with the assistance of the Bureau of Prisons, successfully prosecuted inmate defendants who had been involved in a series of disturbances that occurred across the Bureau of Prisons in October 1995. U.S. Attorneys' Offices in the Middle District of Alabama, Southern District of Illinois, Middle District of Pennsylvania, and Middle District of Tennessee successfully prosecuted more than 40 inmate rioters for numerous violations of law, including assault on staff, destruction of Government property, arson, mutiny, and rioting. These convictions resulted in significant consecutive prison terms for the defendants.

■ During FY-97, the National Institute of Corrections (NIC) continued to assist Federal, State, and local correctional agencies in improving their management, operations, programs, and services. During the year, NIC provided training to 48,404 executives, managers, trainers, and specialists working in adult corrections. An additional 331 juvenile justice practitioners received training through an interagency agreement with the Office of Juvenile Justice and Delinquency Prevention. NIC also provided technical assistance in response to 477 requests from State and local adult corrections agencies in all 50 States, the District of Columbia, Puerto Rico, and American Samoa. During FY-97, the NIC Information Center responded to 10,500 requests for information from cor-

rections practitioners, policymakers, judges, legislators, and others from throughout the U.S. and abroad.

NIC coordinated a long-term options study (the third of three reports) focusing on the District of Columbia Department of Corrections (DC DOC). This study was submitted to Congress in February 1997. Pursuant to the provisions of the National Capital Revitalization and Self-Government Improvement Act of 1997, the D.C. Financial Responsibility and Management Authority engaged NIC to develop management reform plans for the DC DOC and the D.C. Youth Services Administration; NIC began work on the project in September 1997.

NIC also entered into several interagency agreements with other Federal agencies during FY-97. The Office of Justice Programs (OJP) transferred \$600,000 to NIC to assist States applying for and/or receiving OJP grants for correctional facility construction/expansion and operation of residential substance abuse programs, and recipients of OJP boot camp grants. The Office of Juvenile Justice and Delinquency Prevention transferred \$300,000 to NIC to enable the NIC Academy to provide training and related technical assistance to practitioners working in juvenile corrections and detention.

Strategic Planning Objectives for FY-98

Introduction

The Bureau has established national objectives in support of its six long-term strategic goals. Each year, the Bureau's Executive Staff reviews these objectives and modifies them as necessary. Each level of management (the Central Office, regional offices, training centers, and institutions) has its own set of local plans and action steps in support of these goals and objectives.

Below is a list of the national goals and the FY-98 objectives that support them.

Population Management

Objective 1.01

Complete construction and begin activation of 6 new facilities, which will add 5,077 beds in rated capacity.

Objective 1.02

Part 1 - Continue construction of 6 new facilities, which are expected to be completed and begin activation in FY-99 and which will add 4,320 beds in rated capacity.

Part 2 - Complete design, bidding, and award of contracts to begin the major construction of 2 new facilities, which are expected to be completed and begin activation in FY-00 and which will add 1,088 beds in rated capacity.

Part 3 - Continue or begin environmental review, design or construction activi-

ties for 7 new facilities, which are expected to add 3,934 beds in rated capacity between FY-01 and FY-02.

Objective 1.03

Design and implement a 5-year evaluation of the cost effectiveness and operational success of the private prison operations at the Taft correctional facilities, a 3-year evaluation of the private medical services provided at the Beaumont facilities, and a 1-year study of the cost effectiveness and feasibility of private sector and governmental operation of prisons at all security levels, including a review of relevant literature and related legal issues.

Objective 1.04

Increase the use of cost effective community based placements (1) by expanding the network of Comprehensive Sanction Centers to include one in each CCM office and to pursue additional Comprehensive Sanction Centers if requested by Federal Probation or the Courts, and (2) by maintaining 20 percent of the overall Community Corrections Center population on Home Confinement.

Objective 1.05

Within budgetary resources, make maximum use of community corrections bedspace, particularly by consistent placement of inmates from secure facilities, using target utilization rates for institutions of at least the following:

Minimum - 80 percent
Low - 70 percent
Medium - 65 percent

Objective 1.06

Improve the geographic distribution of Bureau contracts for juvenile bedspace by issuing solicitations for additional juvenile beds in the Southwestern, Midwestern, and Southeastern parts of the country.

Human Resource Management

Objective 2.01

Administer a recruitment program which focuses on the objectives identified in the Affirmative Action Plans, while targeting hard-to-fill positions and wage grade positions.

Objective 2.02

Monitor management (institution department head) vacancies for all disciplines to ensure sufficient pools of qualified staff are available to fill managerial positions.

Objective 2.03

Establish, educate, and maintain a diverse workforce at every level of the agency that works together in harmony and is able to communicate with and effectively manage a demographically diverse inmate population.

Objective 2.05

Evaluate, develop/modify, and deliver training programs to meet the evolving organizational needs of the agency.

Objective 2.06

Implement Executive Order 12871, Labor Management Partnership, at all Bureau of Prisons facilities in accordance with guidelines established by the National Partnership Council.

Objective 2.08

Eliminate all instances of sexual harassment and inappropriate staff sexual behavior from the workplace.

Security and Facility Management

Objective 3.01

Increase staff and inmate awareness of and compliance with methods and practices currently used to control the spread of infectious diseases.

Objective 3.02

This objective involves ongoing efforts either to complete projects for which funds already have been allocated or to complete already identified Life Safety recommendations. The two initiatives are being pursued as one objective because they need to be viewed as being equally important.

A) During FY-98, complete at least 90 percent of the line item projects identi-

fied in the B&F Line Item Report, which regions previously had indicated would be completed prior to or by the end of FY-97.

B) Increase the completion rate to 98 percent for all Life Safety recommendations (5,976) identified prior to FY-93.

Objective 3.03

Maintain an effective Crisis Management Program through the training of all Bureau of Prisons staff.

Objective 3.04

Increase staff and inmate involvement in environmental concerns such as recycling, decreased toxic chemical use, hazardous waste reduction, and hazardous chemical spill prevention by enhancing programs. Continue to provide instruction and guidance to field locations on the implementation of environmental regulations and prevention of potential violations.

Objective 3.06

The Bureau will seek compliance with applicable disability laws and regulations by ensuring physical accessibility to Bureau facilities and programs in all new construction projects and in renovation projects of existing institutions; by use and monitoring of physical ability testing for correctional workers; by periodic training of new and current employees to enhance staff recognition and response to disability issues; and by increasing the

completion rate to 50 percent at each facility for all accessibility projects funded prior to the end of FY-97.

Correctional Leadership and Effective Public Administration

Objective 4.01

Focus on reducing costs by encouraging good financial management on the part of all program managers through continued emphasis on financial planning; continually analyzing workload and staffing requirements; using shared services at institutions within close proximity and within institutions across all program areas; review functions where contracting out may generate financial savings (i.e., medical, psychology, etc.); increase the use of technology or better use technology to increase productivity and efficiency.

Objective 4.04

Establish an automated mechanism to account for the number of inmate transfers as well as the costs associated with transporting inmates transferred among Bureau of Prisons institutions.

Objective 4.05

Reduce the average time it takes to issue policy to 5 months for changes that do not require rules and 11 months for changes that do require rules.

Objective 4.07

By December 2000, reduce yearly Bureau Workers' Compensation chargeback costs by enhancing the Workers' Compensation Program through policy development and implementation, training, and case management.

Objective 4.08

Ensure information is protected and controlled through education and compliance with applicable security regulations and policy.

Objective 4.09

The Federal Bureau of Prisons will strive to maintain the highest integrity and ethical standards for its workforce. Through increased training, appropriate discipline and prosecution, and a thorough review of operational procedures, sustained misconduct will be reduced for FY-98.

Objective 4.10

Eliminate the introduction of drugs and drug paraphernalia into BOP institutions through the use of programs, technology, and administrative and legal sanctions.

Objective 4.11

Develop and implement policies and programs designed to support and protect all rights and interests of crime victims/witnesses in the community and among correctional staff and their families. Provide victims/witnesses with information regarding the Bureau's programs and policies.

Inmate Programs and Services

Objective 5.01

Provide productive work, education, occupational training and recreational activities which prepare inmates for employment opportunities and a successful reintegration upon release, and which have a clear correctional management purpose which minimizes inmate idleness. Increase the participation of inmates in community service to foster good community relations and decrease inmate idleness.

Objective 5.02

Ensure community based transitional drug services are available for 100 percent of the Residential/Unit based drug treatment graduates. The quality of these services shall be closely monitored and evaluated.

Objective 5.03

Implement an Inmate Health Promotion and Disease Prevention Program as an integral component of Health Services by encouraging inmate responsibility for personal health care.

Objective 5.04

Provide for an efficient and effective plan of health care delivery in the Federal Bureau of Prisons utilizing system-wide approaches that incorporate restructuring and innovative strategies such as

telemedicine, electronic health records, and pre-certification.

Objective 5.05

In FY-98, provide residential drug abuse treatment to all inmates with a substance abuse problem (as defined by the Bureau of Prisons), who volunteer for treatment. Encourage treatment participation.

Objective 5.07

Implement the BOP's plan on female offenders.

Objective 5.09

Develop and implement plans to address the special program needs of physically disabled, chronically ill, mentally ill, geriatric, and hospice patients.

Objective 5.10

Ensure reasonable opportunities exist for all recognized faith groups.

Objective 5.11

Prevent inmates from engaging in or continuing criminal activity during incarceration through an enhanced emphasis on training and intelligence gathering (identification, detection, and deterrence).

Objective 5.12

Develop and implement a centralized and integrated "Degang" Program to be initiated throughout the BOP during FY-98.

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Objective 5.14

"Revitalize" Unit Management through a return to basics in various areas, including the initial classification and program review of inmates; establishment of meaningful programs for inmates; and daily interaction/communication with the inmate population.

Objective 5.15

Develop a strategy to activate FMC's Butner and Devens, with an anticipated additional inpatient capacity up to 782 beds. With the activation of FMC's Butner and Devens, implement a plan for inpatient/outpatient stratification throughout the Bureau of Prisons.

Building Partnerships

Objective 6.01

Recognizing the cost and scarcity of prison capacity as a resource, the BOP will attempt to learn, as early as possible, about Federal law enforcement initiatives in order to estimate their impact on the Federal prison population. Additionally, the Bureau will provide its law enforcement partners, the Judiciary, the Sentencing Commission, and the Congress, information about the prospective impact on prison resources of law enforcement and legislative initiatives.

Objective 6.02

Engage community resources in the reintegration of offenders into the community through expansion of current insti-

tution volunteer programs as well as draw upon new, non-traditional services.

Objective 6.04

The Federal Bureau of Prisons and the National Institute of Corrections will work together to build effective partnerships and linkages with Federal, State, and local criminal justice/correctional agencies and organizations. This cooperative effort would enhance systematic processes to keep abreast of emerging trends/issues, innovations, and changes in corrections and related fields.

Bureau of Prisons Offices

While the primary business of the Bureau of Prisons is operating correctional facilities, certain administrative, support, and policy functions are carried out by the Central Office, six regional offices, and two training centers.

Central Office

The Bureau of Prisons, which is a component of the United States Department of Justice, has its headquarters, or Central Office, at 320 First Street N.W., Washington, D.C. 20534. The Central Office is divided into nine divisions and the National Institute of Corrections.

The Administration Division develops and administers the Bureau's budget, oversees financial management, and is responsible for the Bureau's capacity planning initiatives, site selection activities, acquisition and construction of new Bureau institutions, and facilities management programs.

The Community Corrections and Detention Division (CCDD) is responsible for the confinement of selected Federal offenders in contract facilities, including community-based programs, detention centers, juvenile facilities, State prisons, and local jails. The Division is responsible for coordinating the implementation of the Bureau's newly-acquired responsibility for confining sentenced felony offenders from the District of Columbia. CCDD's National Office of Citizen Participation promotes and coordinates programs for citizen, inmate,

and staff volunteerism in Bureau institutions and local communities.

The Correctional Programs Division manages the correctional services and security-related operations in Bureau institutions, as well as inmate case management, unit operations and management, religious programs, psychological services, counseling programs, drug treatment programs, programs for special needs offenders, inmate records management and sentence computation, and Federal Witness Protection Program implementation.

The Health Services Division manages the health care programs of the Bureau and ensures that Federal inmates receive essential medical, dental, and psychiatric services that are consistent with community standards. It is also responsible for the Bureau's environmental and occupational health services and food services.

The Human Resource Management Division is responsible for recruitment, selection, training, and development of Bureau staff members, as well as employee pay and position management, security and background investigations, labor/management relations, and equal employment opportunity.

The Industries, Education, and Vocational Training Division oversees Federal Prison Industries, also known by its trade name UNICOR. UNICOR is a wholly owned Government corporation that provides employment and training

opportunities for inmates confined in Federal correctional facilities. The division also has managerial oversight of the Bureau's education, recreation, and vocational training programs.

The Information, Policy, and Public Affairs Division is responsible for managing the Bureau's information resources, research and evaluation programs, security technology programs, public affairs, and policy review.

The Office of General Counsel provides legal advice, assistance, and representation to Bureau officials in the areas of legislation regarding correctional issues, commercial law, inmate litigation, administrative complaints, ethics issues, equal employment opportunity law, Freedom of Information and Privacy Act issues, and labor law.

The Program Review Division provides review oversight for all programs and operations of the Bureau through the development of strategic planning initiatives, and the administration of program reviews to measure performance and evaluate the strength of internal control systems and compliance with laws, regulations, and standards.

Regional Offices

The Bureau of Prisons also has six regional offices, which directly oversee the operations of the facilities within their respective regions of the country.

Staff in a regional office include a regional director and deputy regional director, as well as administrators in such areas as human resource management, education, health services, financial management, unit/case management, correctional services, psychology services, chaplaincy services, facilities development and operations, food service, and community corrections. The staff maintain close contact with institution staff in all facets of Bureau operations.

Regional office staff provide management and technical assistance to institution and community corrections personnel. They conduct workshops, conferences, and specialized training programs; give technical assistance to State and local criminal justice agencies; and contract with community agencies to provide offender placement in Community Corrections Centers.

The following is a list of the six regional offices and their addresses.

Mid-Atlantic Regional Office

10010 Junction Drive, Suite 100-N
Annapolis Junction, Maryland 20701
301-317-3100 Fax: 301-317-3115

North Central Regional Office

Gateway Complex Tower II, 8th Floor
4th and State Avenue
Kansas City, Kansas 66101-2492
913-621-3939 Fax: 913-551-1130

Northeast Regional Office

U.S. Customs House, 7th Floor
2nd and Chestnut Streets
Philadelphia, Pennsylvania 19106
215-597-6317 Fax: 215-597-1893

South Central Regional Office

4211 Cedar Springs Road, Suite 300
Dallas, Texas 75219
214-767-9700 Fax: 214-767-9724

Southeast Regional Office

523 McDonough Boulevard, S.E.
Atlanta, Georgia 30315
404-624-5202 Fax: 404-624-8151

Western Regional Office

7950 Dublin Boulevard, 3rd Floor
Dublin, California 94568
510-803-4700 Fax: 510-803-4802

Staff Training Centers

Staff training is an integral part of Bureau of Prisons staff development. Introductory training is conducted at the Bureau's Staff Training Academy in Glynnco, Georgia; specialized professional training is conducted at the Management and Specialty Training Center in Aurora, Colorado, as well as the Staff Training Academy's Specialty Training Center in Artesia, New Mexico.

National Institute of Corrections

The National Institute of Corrections (NIC) provides technical assistance, training, and information to State and lo-

cal correctional agencies throughout the country. NIC has four divisions (Jails, Prisons, Community Corrections, and Academy) and it operates a clearinghouse known as the NIC Information Center. NIC provides training to State and local correctional personnel as well as Bureau employees at its Academy in Longmont, Colorado.

NIC Headquarters

Prisons Division/Community Corrections Division

320 First Street, N.W.
Washington, D.C. 20534
800-995-6423 Fax: 202-307-3361

NIC Jails Division/Academy

1960 Industrial Circle, Suite A
Longmont, Colorado 80501
800-995-6429 Fax: 303-682-0469

NIC Information Center

1860 Industrial Circle, Suite A
Longmont, Colorado 80501
800-995-6429 Fax: 303-682-0558

Bureau of Prisons Facilities

This section provides a brief profile of each of the 93 institutions that the Bureau operated as of September 30, 1997 (91 of those institutions housed inmates; the other 2 provided shared services to correctional complexes). A number of categories of information are provided for each currently operating facility; most are self-explanatory.

Security Level

The Bureau operates institutions of several different security levels to house a broad spectrum of offenders in an appropriate manner. Security levels are based on such features as the presence of external patrols, gun towers, security barriers, or detection devices; the type of housing within the institution; internal security features; and the staff-to-inmate ratio. Each facility is placed in one of five groups—minimum, low, medium, high, and administrative.

Minimum-Security

Minimum-security institutions, also known as Federal Prison Camps, have dormitory housing, a relatively low staff-to-inmate ratio, and no fences. These institutions are work- and program-oriented, and many are located adjacent to larger institutions or on military bases, where inmates help serve the labor needs of the larger institution or the base.

Low-Security

Low-security Federal Correctional Institutions (FCI's) have double-fenced perimeters, mostly dormitory housing, and strong work and program components. The staff-to-inmate ratio in these institutions is higher than in minimum-security facilities.

Medium-Security

Medium-security FCI's have strengthened perimeters (often double fences with electronic detection systems), cell-type housing, a wide variety of work and treatment programs, and an even higher staff-to-inmate ratio than do low-security FCI's, providing even greater internal controls.

High-Security

High-security institutions, also known as U.S. Penitentiaries (USP's), have highly secure perimeters (featuring walls or reinforced fences), multiple- and single-occupant cell housing, and close staff supervision and movement controls.

Administrative

Administrative facilities are institutions with special missions, such as the detention of noncitizen or pretrial offenders, the treatment of inmates with serious or chronic medical problems, or the containment of extremely dangerous, violent, or escape prone inmates. Administrative facilities include Metropolitan Correctional Centers (MCC's), Metropolitan Detention Centers (MDC's), Federal Detention Centers (FDC's), and Federal Medical Centers (FMC's), as well as the Medical Center for Federal Prisoners (MCFP) and the U.S. Penitentiary, Administrative-Maximum (ADX). Administrative facilities are capable of holding inmates in all security categories.

Correctional Complexes

A number of the institutions included in this section are parts of Federal Correctional Complexes. At FCC's, which the Bureau began constructing in the late 1980's, institutions with several differ-

ent missions and security levels are located in close proximity to one another. With institutions grouped in this way, FCC's may increase cost-efficiency through the sharing of services, enable staff to gain experience at institutions of many security levels, and enhance emergency preparedness by having additional staff and resources close by.

Some FCC's—such as FCC Allenwood, FCC Butner, and FCC Florence—are essentially stand-alone institutions that make limited use of shared services arrangements. Others—such as FCC Beaumont and FCC Coleman—rely on shared services much more extensively; they have a centralized business office, personnel office, warehouse, and training center. They view all of their staff as employees of the complex, rather than employees of its component institutions, and staff rotate between posts at each of these facilities.

Capacity

Capacity refers to the number of inmates the institution was designed to hold.

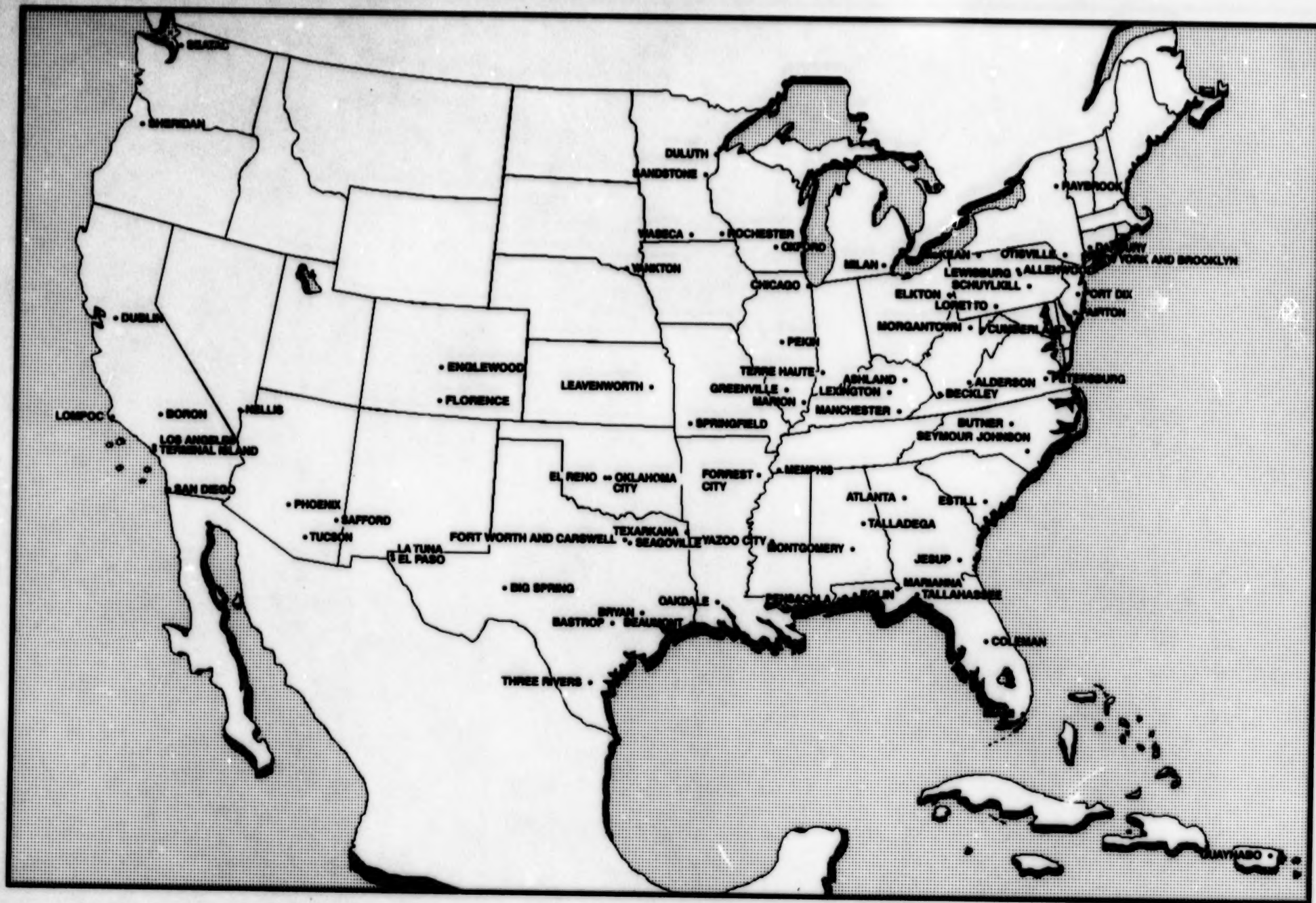
Population

Population refers to the number of inmates the institution actually held on September 30, 1997.

Staff

Staff refers to the actual number of employees at an institution on September 30, 1997.

For more information on a particular facility, contact the facility or the Bureau of Prisons Office of Public Affairs at 202-307-3198.



**FPC Alderson**

Glen Ray Road, Box B
Alderson, West Virginia
24910

304-445-2901

Fax: 304-445-2675

Mid-Atlantic Region

Security level: Minimum/Female.

Judicial District: Southern
West Virginia.

Capacity: 838.

Population: 806.

Staff: 191.

Location: In the foothills of the Allegheny Mountains, 270 miles southwest of Washington, D.C., 12 miles south of Interstate 64, off State Highway 3. The area is served by airports in Lewisburg and Beckley, as well as Roanoke, Virginia. It is also served by Amtrak and commercial bus lines.

**FCI Allenwood
(Low)**

P.O. Box 1500
White Deer,
Pennsylvania 17887
717-547-1990

Fax: 717-547-0342

Northeast Region

Security level: Low/Male.

Judicial District: Middle
Pennsylvania.

Capacity: 997.

Population: 1,237.

Staff: 217.

Location: 197 miles north of Washington, D.C., and 11 miles south of Williamsport, Pennsylvania, 2 miles north of Allenwood, on State Highway 15. The area is served by the Williamsport-Lycoming County Airport and commercial bus lines.

**FCI Allenwood
(Medium)**

P.O. Box 2500
White Deer,
Pennsylvania 17887
717-547-7950

Fax: 717-547-7751

Northeast Region

Security level: Medium/Male.

Judicial District: Middle
Pennsylvania.

Capacity: 839.

Population: 1,115.

Staff: 301.

Location: See FCI Allenwood (Low).

**FPC Allenwood**

P.O. Box 1000
Route 15
Montgomery,
Pennsylvania 17752
717-547-1641

Fax: 717-547-1504

Northeast Region

Security level: Minimum/Male.

Judicial District: Middle
Pennsylvania.

Capacity: 567.

Population: 643.

Staff: 121.

Location: 200 miles north of Washington, D.C., and 7 miles south of Williamsport, Pennsylvania. The area is served by the Williamsport-Lycoming County Airport and commercial bus lines.

**USP Allenwood**

P.O. Box 3500
White Deer,
Pennsylvania 17887
717-547-0963

Fax: 717-547-6124

Northeast Region

Security level: High/Male.

Judicial District: Middle
Pennsylvania.

Capacity: 640.

Population: 1,003.

Staff: 356.

Location: See FCI Allenwood (Low).



FCI Ashland

P.O. Box 888
Ashland, Kentucky
41105-0888
606-928-6414
Fax: 700-358-8552
Mid-Atlantic Region

Security Level: Low/Male
(adjacent Minimum/Male Camp).
Judicial District: Eastern
Kentucky.
Capacity: FCI: 662, Camp: 296.
Population: FCI: 905, Camp: 230.
Staff: 329.

Location: In the highlands of northeastern Kentucky, 125 miles east of Lexington and 5 miles southwest of Ashland. Off State Route 716, 1 mile west of U.S. 60.



USP Atlanta

601 McDonough Blvd., S.E.
Atlanta, Georgia 30315-0182
404-635-5100
Fax: 404-331-2137
Southeast Region

Security Level: High/Administrative/Male (adjacent Minimum/Male Camp).
Judicial District: Northern Georgia.
Capacity: USP: 1,429, Camp: 488.
Population: USP: 2,317, Camp: 404.
Staff: 713.

Location: In the southeast quarter of Atlanta, at the junction of Boulevard and McDonough Boulevard. Off Interstate 20 (Exit 26) or Interstate 285 (Exit 39). Atlanta is served by the Hartsfield International Airport, Amtrak, and commercial bus lines.



FCI Bastrop

Box 730
Highway 95
Bastrop, Texas 78602
512-321-3903
Fax: 512-304-0117
South Central Region

Security Level: Low/Male
(adjacent Minimum/Male Camp).
Judicial District: Western Texas.
Capacity: FCI: 793, Camp: 122.
Population: FCI: 1,024, Camp: 146.
Staff: 272.

Location: 30 miles southeast of Austin, 8 miles south of Elgin, and 8 miles north of Bastrop. Off Highway 95. The area is served by the Robert Mueller Municipal Airport in Austin (27 miles from the facility).



FCC Beaumont (Administrative)

P.O. Box 26015
Beaumont, Texas 77720
409-727-8187
Fax: 409-626-3401
South Central Region

FCC Beaumont's administrative facility provides various administrative services to the Beaumont Federal Correctional Complex. These include a business office, personnel office, training department, and warehouse, as well as computer services, facilities, safety, and medical services operations. Staff: 164.

Location: In the southeast Texas Gulf coast, about an hour away from Houston. Off U.S. 10. The street address is: Route 4, Box 5000, Hebert Road, 77705. Beaumont is served by the Beaumont Port Arthur regional airport, Amtrak, and commercial bus lines.



FCI Beaumont (Low)

P.O. Box 26025
Beaumont, Texas 77720
409-727-8172
Fax: 409-626-3500
South Central Region

Security Level: Low/Male.
Judicial District: Eastern Texas.
Capacity: 1,536.
Population: 1,514.
Staff: 232.

Location: See FCC Beaumont (Administrative).



USP Beaumont

P.O. Box 26035
Beaumont, Texas 77720
409-727-8188
Fax: 409-626-3700
South Central Region

Security Level: High/Male.
Judicial District: Eastern Texas.
Capacity: 700.*
Population: 672.
Staff: 305.

Location: See FCC Beaumont (Administrative).

* When fully activated, Beaumont's rated capacity will be 960.



FCI Beckley

P.O. Box 1280
Beaver, West Virginia 25813
304-252-9758
Fax: 304-256-4955
Mid-Atlantic Region

Security Level: Medium/Male (adjacent Minimum/Male Camp).
Judicial District: Southern West Virginia.
Capacity: FCI: 1,152, Camp: 384.
Population: FCI: 1,115, Camp: 269.
Staff: 349.

Location: The City of Beckley is approximately 51 miles southeast of Charleston, West Virginia; and 136 miles northeast of Roanoke, Virginia. The institution's street address is 1600 Industrial Park Road. The area is served by airports in Charleston and Beckley, and by Amtrak, and commercial bus lines.



FCI Big Spring

1900 Simler Avenue
Big Spring, Texas 79720-7799
915-263-6699
Fax: 915-268-6860
South Central Region

Security Level: Low/Male (adjacent Minimum/Male Camp).
Judicial District: Northern Texas
Capacity: FCI: 506, Camp: 144.
Population: FCI: 865, Camp: 150.
Staff: 256.

Location: Midway between Dallas and El Paso, on the southwest edge of Big Spring. At the intersection of Interstate 20 and U.S. Highway 80. The area is served by Midland/Odessa Airport, a small municipal airport, and commercial bus lines.



FPC Boron

P.O. Box 500
Boron, California 93596
619-762-6230
Fax: 619-762-5719
Western Region

Security Level: Minimum/Male.
Judicial District: Central California.
Capacity: 439.
Population: 526.
Staff: 104.

Location: In the Mojave Desert, 37 miles west of Barstow and 75 miles north of San Bernardino. On State Highway 395, 6 miles north of Kramer Junction. The area is served by airports in Ontario/San Bernardino and Los Angeles, as well as Amtrak and commercial bus lines.



MDC Brooklyn

100 29th Street
Brooklyn, New York 11232
Phone: 718-832-1039
Fax: 718-832-4225
Northeast Region

Security level: Administrative/ Male/Female.
Judicial District: Eastern New York.
Capacity: 578.
Population: 1,140.
Staff: 286.

Location: In the Sunset Park section of Brooklyn, one of the five boroughs of New York City. Brooklyn is served by LaGuardia, Kennedy, and Newark Airports; Amtrak (Pennsylvania Station); and commercial bus lines (42nd Street Port Authority).

**FPC Bryan**

P.O. Box 2197
1100 Ursuline
Bryan, Texas 77805-2197
409-823-1879
Fax: 409-775-5681
South Central Region

Security level: Minimum/Female
(adjacent Minimum/Female
Intensive Confinement Center).
Judicial District: Southern Texas.
Capacity: FPC: 720, ICC: 82.
Population: FPC: 694, ICC: 110.
Staff: 153.

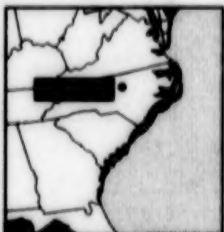
Location: 95 miles north of Houston and 165 miles south of Dallas. In the town of Bryan at the intersection of Ursuline Avenue and 23d Street. The area is served by Easterwood Airport in College Station, as well as by commercial bus lines.

**FCI Butner (Low)**

P.O. Box 999
Butner, North Carolina
27509
919-575-5000
Fax: 919-575-5023
Mid-Atlantic Region

Security level: Low/Male.
Judicial District: Eastern North Carolina.
Capacity: 992.
Population: 1,125.
Staff: 244.

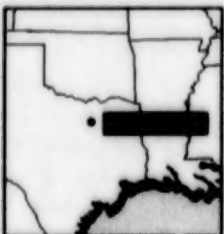
Location: Near the Research Triangle area of Durham, Raleigh, and Chapel Hill, 5 miles off Interstate 85 on old Highway 75. The area is served by the Raleigh-Durham Airport, Amtrak, and commercial bus lines.

**FCI Butner (Medium)**

P.O. Box 1000
Butner, North Carolina
27509
919-575-4541
Fax: 919-575-6341
Mid-Atlantic Region

Security level: Medium/
Administrative/Male
(adjacent Minimum/Male Camp).
Judicial District: Eastern North Carolina.
Capacity: FCI: 513, Camp: 296.
Population: FCI: 738, Camp: 266.
Staff: 367.

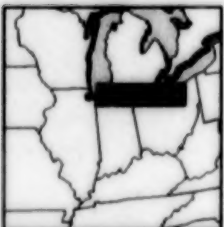
Location: see FCI Butner (Low).

**FMC Carswell**

P.O. Box 27066
"J" Street, Building 3000
Fort Worth, Texas 76127
817-782-4000
Fax: 817-782-4875
South Central Region

Security level: Administrative/
Female (adjacent Minimum/
Female Camp).
Judicial District: Northern Texas.
Capacity: FMC: 402, Camp: 148.
Population: FMC: 428, Camp: 146.
Staff: 362.

Location: In the northeast corner of the Naval Air Station, Joint Reserve Base, 1 mile from Highway 183 and 3 miles from Interstate 30. The area is served by Dallas-Fort Worth Airport, the Fort Worth Transportation Authority, Amtrak, and commercial bus lines.

**MCC Chicago**

71 West Van Buren
Chicago, Illinois 60605
312-322-0567
Fax: 312-322-0565
North Central Region

Security level: Administrative/
Male/Female.
Judicial District: Northern Illinois.
Capacity: 411.
Population: 663.
Staff: 224.

Location: In downtown Chicago, at the intersection of Clark and Van Buren Streets. Chicago is served by Midway and O'Hare Airports, Amtrak, and commercial bus lines.



FCC Coleman (Administrative)

868 N.E. 54th Terrace
Coleman, Florida
33521-8999
352-330-3003
Fax: 352-330-0653
Southeast Region

FCC Coleman's administrative facility provides various administrative services to the Coleman Federal Correctional Complex. These include a centralized business office, personnel office, training center, and warehouse, as well as Federal Prison Industries, and other basic services.
Staff: 199.

Location: In central Florida, approximately 50 miles northwest of Orlando, 60 miles northeast of Tampa, and 35 miles south of Ocala. The Complex is located south of the town of Coleman, off Highway 301 on State Road 470 in Sumter County.



FCC Coleman (Low)

868 N.E. 54th Terrace
Coleman, Florida
33521-8999
352-330-3100
Fax: 352-330-0259
Southeast Region

Security level: Low/Male.
Judicial District: Middle Florida.
Capacity: 1,536.
Population: 1,568.
Staff: 203.

Location: see FCC Coleman (Administrative).



FCC Coleman (Medium)

811 N.E. 54th Terrace
Coleman, Florida
33521-8997
352-330-3200
Fax: 352-330-0552
Southeast Region

Security level: Medium/Male.
Judicial District: Middle Florida.
Capacity: 1,146.
Population: 1,543.
Staff: 239.

Location: see FCC Coleman (Administrative).



FCI Cumberland

14601 Burbridge Road, S.E.
Cumberland, Maryland
21502-8771
301-784-1000
Fax: 301-784-1008
Mid-Atlantic Region

Security level: Medium/Male (adjacent Minimum/Male Camp).
Judicial District: Maryland.
Capacity: FCI: 768, Camp: 256.
Population: FCI: 966, Camp: 291.
Staff: 305.

Location: In western Maryland, 130 miles northwest of Washington, D.C., 6 miles south of Interstate 68, off State Route 51 South. The area is served by the Cumberland regional airport, Amtrak, and commercial bus lines.



FCI Danbury

Route 37
Danbury, Connecticut
06811-3099
203-743-6471
Fax: 203-312-3110
Northeast Region

Security level: Low/Female (adjacent Minimum/Female Camp).
Judicial District: Connecticut.
Capacity: FCI: 508, Camp: 178.
Population: FCI 859, Camp: 205.
Staff: 307.

Location: In southwestern Connecticut, 70 miles from New York City, 3 miles north of Danbury on State Route 37. The area is served by Westchester County Airport (45 minutes away), New York City airports (90 minutes away), and commercial bus lines.



FCI Dublin

8th Street—Camp Parks
Dublin, California 95468
510-833-7500
Fax: 510-833-7599
Western Region

Security level: Low/Female and Administrative/Male (adjacent Minimum/Female Camp).
Judicial District: Northern California.
Capacity: FCI: 810, Camp: 299.
Population: FCI: 994, Camp: 257.
Staff: 272.

Location: 20 miles southeast of Oakland. Off Interstate 580 (Hopyard/Dougherty Road exit, proceed east to the Camp Parks Army Base). The area is served by the San Francisco and Oakland airports and by commercial bus lines.



FPC Duluth

P.O. Box 1400
Stebner Road
Duluth, Minnesota 55814
218-722-8634
Fax: 218-733-4701
North Central Region

Security level: Minimum/Male.
Judicial District: Minnesota.
Capacity: 881.
Population: 582.
Staff: 111.

Location: On the southwestern tip of Lake Superior, halfway between Minneapolis-St. Paul and the U.S.-Canadian border. 7 miles north of Duluth, off Highway 53 at Stebner Road. The area is served by Duluth International Airport and commercial bus lines.



FPC Eglin

Eglin Air Force Base
P.O. Box 600
Eglin, Florida 32542-7606
850-882-8552
Fax: 850-729-8261
Southeast Region

Security level: Minimum/Male.
Judicial District: Northern Florida.
Capacity: 800.
Population: 882.
Staff: 137.

Location: In the Florida panhandle, 45 miles east of Pensacola, on Eglin Air Force Base. The area is served by Pensacola Airport and commercial bus lines. Eglin also has an on-site airstrip.



FPC El Paso

P.O. Box 16300
SSG Sims Road, Bldg. 11636
El Paso, Texas 79906-0300
915-566-1271
Fax: 915-540-6165
South Central Region

Security level: Minimum/Male.
Judicial District: Western Texas.
Capacity: 308.
Population: 270.
Staff: 94.

Location: On Fort Bliss (Biggs Field), about 15 miles northeast of downtown El Paso via Interstate 54. The city of El Paso is located on the southwest border of Texas near New Mexico and Mexico. The area is served by El Paso International Airport, Amtrak, and commercial bus lines.



FCI El Reno

P.O. Box 1000
Highway 66 West
El Reno, Oklahoma
73036-1000
405-262-4875
Fax: 405-262-6266
South Central Region

Security level: Medium/Male (adjacent Minimum/Male Camp).
Judicial District: Western Oklahoma.
Capacity: FCI: 820, Camp: 216.
Population: FCI: 1,109, Camp: 231.
Staff: 424.

Location: 30 miles west of Oklahoma City. Off interstate 40 (Country Club exit, 2 miles north to Sunset Drive, then 2 miles west.) The area is served by Will Rogers World Airport in Oklahoma City.



FCI Elkton

8730 Scroggs Road
P.O. Box 89
Elkton, Ohio 44415
330-424-7448
Fax: 330-424-4539

Mid-Atlantic Region

Security level: Low/Male (adjacent Minimum/Male Camp).

Judicial District: Northern Ohio.

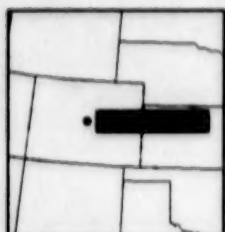
Capacity: FCI: 500*, Camp: 256.

Population: FCI: 404, Camp: 216.

Staff: 302.

* When fully activated, Elkton's rated capacity will be 1,536.

Location: In Northeastern Ohio, less than an hour from Pittsburgh, Youngstown, and Canton. The area is served by the international airport in Pittsburgh and regional airports in Youngstown and Canton, Amtrak, and commercial bus lines.



FCI Englewood

9595 West Quincy Avenue
Littleton, Colorado 80123
303-985-1566
Fax: 303-763-2553

North Central Region

Security level: Medium/Administrative/Male (adjacent Minimum/Male Camp).

Judicial District: Colorado.

Capacity: FCI: 485, Camp: 111.

Population: FCI: 899, Camp: 132.

Staff: 358.

Location: 15 miles southwest of Denver, off Interstate 285. The area is served by the Denver International Airport, Amtrak, and commercial bus lines.



FCI Estill

100 Prison Road
Estill, South Carolina 29918
803-625-4607
Fax: 803-625-3139

Southeast Region

Security level: Medium/Male (adjacent Minimum/Male Camp).

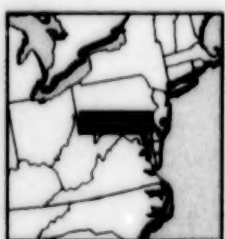
Judicial District: South Carolina.

Capacity: FCI: 768, Camp: 256.

Population: FCI: 881, Camp: 233.

Staff: 311.

Location: In Hampton County, off State Road 321, about 3 miles south of Estill. The area is served by air and rail in Savannah, Georgia, and Charleston, South Carolina. The area is served directly by commercial bus service.



FCI Fairton

P.O. Box 280
Fairton, New Jersey 08320
609-453-1177
Fax: 609-453-4015

Northeast Region

Security level: Medium/Administrative/Male (adjacent Minimum/Male Camp).

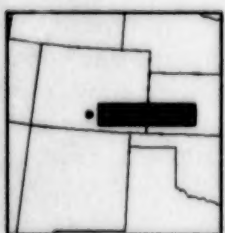
Judicial District: New Jersey.

Capacity: FCI: 751, Camp: 65.

Population: FCI: 1,097, Camp: 74.

Staff: 349.

Location: In New Jersey, 50 miles southeast of Philadelphia and 40 miles west of Atlantic City. Off Interstate 55, at 655 Fairton-Millville Road. The area is served by airports in Philadelphia, Atlantic City, and Millville; Amtrak in Philadelphia and Atlantic City; and commercial bus service.



ADX Florence

P.O. Box 8500
Florence, Colorado 81226
719-784-5290
Fax: 719-784-5290

North Central Region

Security level: Administrative/Male.

Judicial District: Colorado.

Capacity: 490.

Population: 406.

Staff: 354.

Location: The institution is located on State Highway 115, 90 miles south of Denver, 45 miles south of Colorado Springs, and 35 miles west of Pueblo. The area is served by airports in Denver, Colorado Springs, and Pueblo; Amtrak in Denver and Colorado Springs; and commercial bus lines.



FCI Florence

P.O. Box 6500
Florence, Colorado 81226
719-784-9100
Fax: 719-784-9504
North Central Region

Security level: Medium/Male
(adjacent Minimum/Male Camp).
Judicial District: Colorado.
Capacity: FCI: 744, Camp: 512.
Population: FCI: 1,154, Camp: 384.
Staff: 357.

Location: See ADX Florence.



USP Florence

P.O. Box 7500
Florence, Colorado 81226
719-784-9454
Fax: 719-784-5157
North Central Region

Security level: High/Male.
Judicial District: Colorado.
Capacity: 640.
Population: 1,099.
Staff: 310.

Location: See ADX Florence.



FCI Forrest City

P.O. Box 7000
Forrest City, Arkansas
72335
870-630-6000
Fax: 870-630-6250
South Central Region

Security level: Low/Male.
Judicial District: Eastern
Arkansas.
Capacity: 1,400.*
Population: 1,321.
Staff: 303.

* When fully activated,
Forrest City's rated capacity
will be 1,536.

Location: In eastern Arkansas,
between Little Rock (85 miles
west) and Memphis (45 miles
East), and near Interstate 40.
The region is served by air and
rail in Memphis, and Forrest
City is directly served by
commercial bus lines.



FCI Fort Dix

P.O. Box 38
Fort Dix, New Jersey 08640
609-723-1100
Fax: 609-723-6847
Northeast Region

Security level: Low/Male.
Judicial District: New Jersey.
Capacity: 3,683.
Population: 3,758.
Staff: 604.

Location: In central New
Jersey, approximately 45
minutes west of Philadelphia.
Off Route 68, follow signs for
Fort Dix/McGuire Air Force
Base. The area is served by
Philadelphia International
Airport, Amtrak, and commer-
cial bus lines.



FMC Fort Worth

3150 Horton Road
Fort Worth, Texas 76119-
5996
817-534-8400
Fax: 817-413-3350
South Central Region

Security level: Administrative/
Male.
Judicial District: Northern Texas.
Capacity: 1,132.
Population: 1,464.
Staff: 419.

Location: In north central
Texas, in southeast Fort Worth.
North of Interstate 20 and east
of Interstate 35. The area is
served by Dallas/Fort Worth
International Airport, Amtrak,
and commercial bus lines.



FCI Greenville

P.O. Box 4000,
100 U.S. Route 40
Greenville, Illinois 66246
618-664-6200
Fax: 618-664-6398
North Central Region

Security level: Medium/Male
(adjacent Minimum/Male Camp).
Judicial District: Southern
Illinois.
Capacity: FCI: 750, Camp: 256.
Population: FCI: 995, Camp: 233.
Staff: 300.

Location: Approximately 43 miles east of downtown St. Louis, Missouri, and 63 miles from Springfield, Illinois. The area is served by airports in St. Louis, Greenville, and Vandalia; Amtrak service in Alton and St. Louis; and commercial bus service in Vandalia.



MDC Guaynabo

P.O. Box 2146
San Juan, Puerto Rico
00922
809-749-4480
Fax: 809-749-4363
Southeast Region

Security level: Administrative/
Male/Female.
Judicial District: Puerto Rico.
Capacity: 932.
Population: 942.
Staff: 284.

Location: 6 miles west of San Juan, Puerto Rico, off Highway 22 at the intersection of Roads 165 and 28. The area is served by San Juan International Airport.



FCI Jesup

2600 Highway 301 South
Jesup, Georgia 31599
912-427-0870
Fax: 912-427-1125
Southeast Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp).
Judicial District: Southern
Georgia.
Capacity: FCI: 744, Camp: 508.
Population: FCI: 856, Camp: 390.
Staff: 328.

Location: In southeast Georgia on Route 301, 65 miles southwest of Savannah, 40 miles northwest of Brunswick, and 105 miles northwest of Jacksonville, Florida. The area is served by airports in Jacksonville, Savannah, and Brunswick and Amtrak.

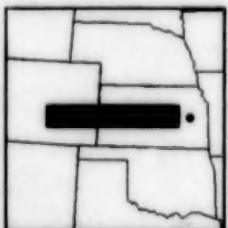


FCI La Tuna

P.O. Box 1000
8500 Doniphan
Anthony, New Mexico-
Texas 88021
915-886-3422
Fax: 915-886-4977
South Central Region

Security level: Low/Male
(adjacent Minimum/Male Camp).
Judicial District: Western Texas.
Capacity: FCI: 556, Camp: 246.
Population: FCI: 1,076, Camp: 184.
Staff: 295.

Location: On the Texas and New Mexico border, 12 miles north of the city limits of El Paso, Texas. Off Interstate 10 on State Highway 20. The area is served by El Paso International Airport, Amtrak, and commercial bus lines.



USP Leavenworth

1300 Metropolitan
Leavenworth, Kansas 66048
913-682-8700
Fax: 913-682-0041
North Central Region

Security level: High/Male
(adjacent Minimum/Male Camp).
Judicial District: Kansas.
Capacity: USP: 1,201. Camp: 398.
Population: USP: 1,609, Camp: 287.
Staff: 557.

Location: 25 miles north of Kansas City. On Highway 73. The area is served by Kansas City International Airport (15 miles from the facility).



USP Lewisburg
R.D. #5
Lewisburg, Pennsylvania
17837
717-523-1251
Fax: 717-524-5805
Northeast Region

Security level: High/Male
(adjacent Minimum/Male Camp &
Intensive Confinement Center).
Judicial District: Middle
Pennsylvania.
Capacity: USP: 809, Camp: 352,
ICC: 240.
Population: USP: 1,164,
Camp: 265, ICC: 146.
Staff: 548.

Location: In rural central
Pennsylvania, outside the town
of Lewisburg, 200 miles north
of Washington, D.C., and 170
miles west of Philadelphia. 6
miles south of Interstate 80, 2
miles off U.S. Route 15. The
area is served by Williamsport
Airport.



FMC Lexington
3301 Leestown Road
Lexington, Kentucky 40511
606-255-6812
Fax: 606-253-8821
Mid-Atlantic Region

Security Level: Administrative/
Male (adjacent Minimum/Female
Camp).
Judicial District: Eastern Kentucky.
Capacity: FMC: 1,106, Camp: 193.
Population: FMC: 1,441, Camp: 205.
Staff: 534.

Location: 7 miles north of
Lexington on U.S. Highway
421. Lexington is served by
Blue Grass Field Airport and
commercial bus service.



FCI Lompoc
3600 Guard Road
Lompoc, California 93436
805-736-4154
Fax: 805-736-7163
Western Region

Security level: Low/Male (adjacent
Intensive Confinement Center).
Judicial District: Central
California.
Capacity: FCI: 472; ICC 200.
Population: FCI: 942; ICC: 176.
Staff: 239.

Location: 175 miles northwest
of Los Angeles, adjacent to
Vandenberg Air Force Base. The
area is served by Santa Barbara
Airport (60 miles south), Santa
Maria Airport (25 miles north),
Amtrak, and commercial bus
service.



USP Lompoc
3901 Klein Boulevard
Lompoc, California 93436
805-735-2771
Fax: 805-737-0295
Western Region

Security level: High/Male
(adjacent Minimum/Male Camp).
Judicial District: Central California.
Capacity: USP: 980, Camp: 276.
Population: USP: 1,583, Camp: 299.
Staff: 508.

Location: See FCI Lompoc.



FCI Loretto
P.O. Box 1000
Loretto, Pennsylvania 15940
814-472-4140
Fax: 814-472-6046
Northeast Region

Security level: Low/Male
(adjacent Minimum/Male
Camp).
Judicial District: Western
Pennsylvania.
Capacity: FCI: 473, Camp: 93.
Population: FCI: 720, Camp: 87.
Staff: 221.

Location: In southwest
Pennsylvania between Altoona
and Johnstown, 90 miles east of
Pittsburgh. Off Route 22,
midway between Interstate 80
and the Pennsylvania Turnpike
via Route 220. The area is
served by Pittsburgh Airport,
Amtrak, and commercial bus
service.



MDC Los Angeles

535 N. Alameda Street
Los Angeles, California
90012
213-485-0439
Fax: 213-626-5801
Western Region

Security level: Administrative/
Male/Female.
Judicial District: Central
California.
Capacity: 728.
Population: 963.
Staff: 274.

Location: In downtown Los Angeles, off the Hollywood Freeway (Highway 101) on the corner of Alameda and Aliso Streets. The area is served by Los Angeles International Airport, Amtrak, and commercial bus service.



FCI Manchester

P.O. Box 3000
Manchester, Kentucky 40962
606-598-1900
Fax: 606-599-4115
Mid-Atlantic Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp).
Judicial District: Eastern
Kentucky.
Capacity: FCI: 756, Camp: 512.
Population: FCI: 905, Camp: 335.
Staff: 331.

Location: 75 miles south of Lexington on Interstate 75, and 20 miles east of London on the Daniel Boone Parkway. Go 4 miles north on State Highway 421, then 1.4 miles on Route 8, Fox Hollow Road. The area is served by airports in Lexington and Knoxville, Tennessee.



FCI Marianna

3625 FCI Road
Marianna, Florida 32446
850-526-2313
Fax: 850-482-6837
Southeast Region

Security level: Medium/Male;
High/Female (adjacent Minimum/Female Camp).
Judicial District: Northern Florida.
Capacity: FCI and High/Female:
805, Camp: 296.
Population: FCI and High/Female:
976, Camp: 302.
Staff: 348.

Location: In the Florida panhandle, 65 miles west of Tallahassee and 5 miles north of the town of Marianna. Off Highway 167. Marianna is served by airports in Tallahassee; Dothan, Alabama (35 miles northwest of the facility); and Panama City (54 miles south).



USP Marion

Rt. 5, P.O. Box 2000
Marion, Illinois 62959
618-964-1441
Fax: 618-964-1695
North Central Region

Security level: High/Male (adjacent Minimum/Male Camp).
Judicial District: Southern Illinois.
Capacity: USP: 485, Camp: 310.
Population: USP: 328, Camp: 294.
Staff: 363.

Location: 300 miles from Chicago, 120 miles from St. Louis, 9 miles south of Marion. Off I-57 via Highway 148 north, east on Little Grassy Road. The area is served by the Williamson County Airport.



FCI McKean

P.O. Box 5000
Bradford, Pennsylvania
16701
814-362-8900
Fax: 814-362-3287
Northeast Region

Security level: Medium/Male
(adjacent Minimum/Male Camp).
Judicial District: Western
Pennsylvania.
Capacity: FCI: 784, Camp: 292.
Population: FCI: 1,089, Camp: 238.
Staff: 322.

Location: In northwest Pennsylvania between Bradford and Kane. 90 miles south of Buffalo. Off Route 59, 1/4 mile east of the intersection of State Route 59 and U.S. Route 219. The area is served by Buffalo Airport and Bradford Airport.



FCI Memphis

1101 John A. Denie Road
Memphis, Tennessee 38134-7690
901-372-2269
Fax: 901-380-2462
Mid-Atlantic Region

Security level: Medium/Male
(adjacent Minimum/Male Camp).
Judicial District: Western
Tennessee.
Capacity: FCI: 596, Camp: 296.
Population: FCI: 781, Camp: 261.
Staff: 365.

Location: In the northeast section of Memphis at the intersection of Interstate 40 and Sycamore View Road. Memphis is served by Memphis International Airport, Amtrak, and commercial bus lines.



FCI Miami

15801 S.W. 137th Ave.
Miami, Florida 33177
305-259-2100
Fax: 305-259-2160
Southeast Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp).
Judicial District: Southern
Florida.
Capacity: FCI: 587, Camp: 260.
Population: FCI: 802, Camp: 320.
Staff: 320.

Location: In the southwest section of Dade county, 30 miles from downtown Miami. Off the Florida Turnpike (Homestead Extension, 152nd Street exit, 2.5 miles to 137th Street [south]). Miami is served by Miami International Airport, Amtrak, and commercial bus lines.



FDC Miami

P.O. Box 019118
33 N.E. 4th Street
Miami, Florida 33101-9118
305-982-1114
Fax: 305-982-1357
Southeast Region

Security level: Administrative/
Male/Female.
Judicial District: Southern
Florida.
Capacity: 1,259.
Population: 1,464.
Staff: 311.

Location: East of Miami International Airport in downtown Miami. The institution is located at the corner of N.E. 4th Street and N. Miami Avenue. Miami is served by Miami International Airport, Amtrak, and commercial bus lines.



FCI Milan

P.O. Box 9999
Arkona Road
Milan, Michigan 48160
313-439-1511
Fax: 313-439-0949
Mid-Atlantic Region

Security level: Low/Administrative/Male.
Judicial District: Eastern
Michigan.
Capacity: 1,065.
Population: 1,417.
Staff: 388.

Location: 45 miles south of Detroit and 35 miles north of Toledo, in the town of Milan. Off U.S. 23 (exit 27). The area is served by Detroit Metro and Toledo Express airports, Amtrak, and commercial bus lines.



FPC Montgomery

Maxwell Air Force Base
Montgomery, Alabama 36112
334-293-2100
Fax: 334-293-2274
Southeast Region

Security Level: Minimum/Male.
Judicial District: Middle
Alabama.
Capacity: 960.
Population: 752.
Staff: 126.

Location: On the bank of the Alabama River, at Maxwell Air Force Base. Off Interstates 65 and 85. Montgomery is served by Montgomery Regional Airport, Amtrak, and commercial bus lines.



FCI Morgantown

Greenbag Road
P.O. Box 1000
Morgantown, West Virginia
26507-1000
304-296-4416
Fax: 304-284-3613
Mid-Atlantic Region

Security Level: Minimum/Male.
Judicial District: Northern
West Virginia.
Capacity: 935.
Population: 638.
Staff: 195.

Location: In the mountainous region of north central West Virginia, on the southern edge of Morgantown. Off State Highway 857 (Greenbag Road). The area is served by the Morgantown Municipal Airport and commercial bus lines.



FPC Nellis

C.S. 4500
North Las Vegas, Nevada
89036-4500
702-644-5001
Fax: 702-644-7282
Western Region

Security Level: Minimum/Male.
Judicial District: Nevada.
Capacity: 415.
Population: 443.
Staff: 71.

Location: 15 miles from downtown Las Vegas on Nellis Air Force Base, Area II. Las Vegas is served by McCarran International Airport and commercial bus lines.



MCC New York

150 Park Row
New York, New York 10007
212-240-9656
Fax: 212-417-7673
Northeast Region

Security Level: Administrative/
Male/Female.
Judicial District: Southern
New York.
Capacity: 507.
Population: 848.
Staff: 290.

Location: In downtown Manhattan, adjacent to Foley Square and across the street from the new Federal courthouse. The area is served by LaGuardia, Kennedy, and Newark Airports; Amtrak, and commercial bus lines.



FCI Oakdale

P.O. Box 5050
Oakdale, Louisiana 71463
318-335-4070
Fax: 318-335-3936
South Central Region

Security Level: Medium/Male.
Judicial District: Western
Louisiana.
Capacity: 820.
Population: 986.
Staff: 297.

Location: In central Louisiana, 35 miles south of Alexandria and 58 miles north of Lake Charles. Off of State Highway 165 on Whatley Road. The area is served by Alexandria International Airport (40 miles from the facility) and by commercial bus lines.



FDC Oakdale

P.O. Box 5060
Oakdale, Louisiana 71463
318-335-4466
Fax: 318-335-4476
South Central Region

Security Level: Administrative/
Male (adjacent Minimum/Male
Camp).
Judicial District: Western
Louisiana.
Capacity: FDC: 630, Camp: 118.
Population: FDC: 896, Camp: 126.
Staff: 251.

Location: See FCI Oakdale.



FTC Oklahoma City

P.O. Box 898802
7420 MacArthur Boulevard
Oklahoma City, Oklahoma
73189-8802
405-682-4075
Fax: 405-680-4041

South Central Region

Security Level: Administrative/
Male/Female.
Judicial District: Western
Oklahoma.
Capacity: 1,053.
Population: 1,260.
Staff: 296.

Location: 3 miles west of
Interstate 44 and 4 miles south
of Interstate 40. Located at and
served by the Will Rogers World
Airport and commercial bus
lines.



FCI Otisville

P.O. Box 600
Otisville, New York 10963
914-386-5855
Fax: 914-386-9455
Northeast Region

Security Level: Administrative/
Male (adjacent Minimum/Male
Camp).
Judicial District: Southern
New York.
Capacity: FCI: 665, Camp: 100.
Population: FCI: 997, Camp: 100.
Staff: 320.

Location: In southeast New York,
near the Pennsylvania and New
Jersey borders, and 70 miles
northwest of New York City. The
area is served by several airports,
the closest of which is in
Newburgh, New York. Bus and
train service connect Otisville to
New York City.



FCI Oxford

Box 500
Oxford, Wisconsin
53952-0500
608-584-5511
Fax: 608-584-6371
North Central Region

Security Level: Medium/Male.
(adjacent Minimum/Male Camp).
Judicial District: Western Wisconsin.
Capacity: FCI: 586, Camp: 156.
Population: FCI: 1,021, Camp: 155.
Staff: 340.

Location: In central Wisconsin,
60 miles north of Madison. Off
U.S. 51 at the intersection of
County Road G and Elk
Avenue. The area is served by
Dane County Regional Airport,
and commercial bus service in
Portage and Wisconsin Dells.



FCI Pekin

P.O. Box 7000
Pekin, Illinois
61555-7000
309-346-8588
Fax: 309-477-4688
North Central Region

Security Level: Medium/Male
(adjacent Minimum/Female
Camp).
Judicial District: Central Illinois.
Capacity: FCI: 752, Camp: 256.
Population: FCI: 1,073, Camp: 294.
Staff: 311.

Location: Located on Route 29
South in Pekin, approximately
10 miles south of Peoria, 180
miles southwest of Chicago,
and 180 miles northeast of St.
Louis. The area is served by the
Greater Peoria Regional
Airport, Amtrak, and commercial
bus service to Peoria.



FPC Pensacola

110 Raby Avenue
Pensacola, Florida
32509-5127
850-457-1911
Fax: 850-458-7295
Southeast Region

Security Level: Minimum/Male.
Judicial District: Northern
Florida.
Capacity: 424.
Population: 411.
Staff: 94.

Location: 175 miles west of
Tallahassee and 50 miles east
of Mobile, Alabama, on
Sausley Field. Off Interstate 10.
The area is served by Pensacola
Municipal Airport, Amtrak, and
commercial bus lines.



FCI Petersburg

P.O. Box 1000
Petersburg, Virginia
23804-1000
804-733-7881
Fax: 804-863-1510
Mid-Atlantic Region

Security Level: Low/Male
(adjacent Minimum/Male Camp).
Judicial District: Eastern
Virginia.
Capacity: FCI: 828, Camp: 296.
Population: FCI: 1,055, Camp: 300.
Staff: 360.

Location: 25 miles southeast of Richmond. From Interstate 95, take Exit 54 (Temple Avenue/Highway 144), proceed east approximately 3 miles, then turn left on River Road. The area is served by airports in Petersburg and Richmond, Amtrak, and commercial bus lines.



FCI Phoenix

37900 N. 45th Avenue
Department 1680
Phoenix, Arizona
85027-7003
602-465-9757
Fax: 602-465-5133
Western Region

Security Level: Medium/Male
(adjacent Minimum/Female Camp).
Judicial District: Arizona.
Capacity: FCI: 740, Camp: 272.
Population: FCI: 1,088, Camp: 214.
Staff: 349.

Location: 30 miles north of downtown Phoenix. Off Interstate 17, Pioneer Road exit. The area is served by Phoenix Sky Harbor International Airport, seven regional airports, Amtrak, and commercial bus lines.



FCI Ray Brook

P.O. Box 300
Ray Brook, New York 12977
518-891-5400
Fax: 518-891-0011
Northeast Region

Security Level: Medium/Male.
Judicial District: Northern
New York.
Capacity: 780.
Population: 1,028.
Staff: 278.

Location: In the Adirondack Mountain region of upstate New York, midway between the villages of Lake Placid and Saranac Lake. Off Route 86. The area is served by the Adirondack Airport, the Albany Airport, and the Burlington, Vermont, Airport; Amtrak in Albany; and commercial bus lines.



FMC Rochester

P.O. Box 4600
2110 East Center Street
Rochester, Minnesota
55903-4600
507-287-0674
Fax: 507-287-9601
North Central Region

Security Level: Administrative/
Male.
Judicial District: Minnesota.
Capacity: 677.
Population: 809.
Staff: 465.

Location: In southeastern Minnesota, 2 miles east of downtown Rochester. Off State Highway 296 (Fourth Street). The area is served by the Rochester Airport and commercial bus lines.



FCI Safford

RR 2, Box 820
Safford, Arizona
85546-9729
602-428-6600
Fax: 602-348-1331
Western Region

Security Level: Low/Male.
Judicial District: Arizona.
Capacity: 421.
Population: 741.
Staff: 178.

Location: In southeastern Arizona, 127 miles northeast of Tucson, 165 miles east of Phoenix. Off Highway 191, 7 miles south of the town of Safford. The area is served by airports in Tucson and Phoenix, Amtrak in Phoenix and Tucson, and commercial bus lines.



MCC San Diego

808 Union Street
San Diego, California
92101-6078
619-232-4311
Fax: 619-595-0390
Western Region

Security Level: Administrative/
Male/Female.
Judicial District: Southern
California.
Capacity: 612.
Population: 976.
Staff: 266.

Location: In downtown San Diego, adjacent to the Federal courthouse. San Diego is served by the Lindberg Field Airport, Amtrak, and commercial bus lines.

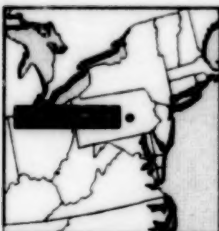


FCI Sandstone

Kettle River Road
Sandstone, Minnesota 55072
320-245-2262
Fax: 320-245-0385
North Central Region

Security Level: Low/Male.
Judicial District: Minnesota.
Capacity: 376.
Population: 777.
Staff: 246.

Location: 100 miles northeast of Minneapolis/St. Paul and 70 miles southwest of Duluth. Off Interstate 35 (Sandstone exit, follow Highway 23 to Route 123 east). The area is served by commercial bus lines.



FCI Schuylkill

P.O. Box 700
Minersville, Pennsylvania
17954
717-544-7100
Fax: 717-544-7225
Northeast Region

Security Level: Medium/
Administrative/Male (adjacent
Minimum/Male Camp).
Judicial District: Eastern
Pennsylvania.
Capacity: FCI: 729, Camp: 296.
Population: FCI: 1,076, Camp: 282.
Staff: 345.

Location: 100 miles northwest of Philadelphia and 46 miles northeast of Harrisburg. West of Interstate 81, off State Highway 901. The area is served by Harrisburg International Airport, Amtrak in Harrisburg, and commercial bus lines.



FCI Seagoville

2113 North Highway 175
Seagoville, Texas 75159
972-287-2911
Fax: 972-287-5466
South Central Region

Security Level: Low/Adminis-
trative/Male.
Judicial District: Northern Texas.
Capacity: 866.
Population: 1,137.
Staff: 292.

Location: 11 miles southeast of Dallas, off Highway 175 (Hawn Freeway). The area is served by the Dallas-Fort Worth International Airport, Amtrak in Dallas and Fort Worth, and commercial bus lines.



FDC SeaTac

P.O. Box 68955
Seattle, Washington 98168
206-870-5700
Fax: 206-870-5717
Western Region

Security Level: Administrative/
Male/Female.
Judicial District: Western Washington.
Capacity: 130.*
Population: 58.
Staff: 144.

Location: 12 miles south of Seattle, and 16 miles north of Tacoma, 1 mile west of Interstate 5 (200th Street exit). The SeaTac International Airport is 1 mile from the facility. Amtrak and commercial bus lines also serve the area. The street address is 2425 South 200th Street.

* When fully activated, SeaTac's rated capacity will be 677.



FPC Seymour Johnson

Caller Box 8004
Goldsboro, North Carolina
27533-8004
919-735-9711
Fax: 919-735-0169
Mid-Atlantic Region

Security Level: Minimum/Male.
Judicial District: Eastern
North Carolina.
Capacity: 576.
Population: 436.
Staff: 101.

Location: Near Goldsboro, North Carolina, on Seymour Johnson Air Force Base. Off Interstate highways 40 and 95 and U.S. 70. The area is served by the Raleigh/Durham International Airport and the Kinston Airport, Amtrak in Raleigh and Durham, and commercial bus lines.



FCI Sheridan

P.O. Box 8000
27072 Ballston Road
Sheridan, Oregon
97378-9601
503-843-4442
Fax: 503-843-3408
Western Region

Security Level: Medium/
Administrative/Male (adjacent
Minimum/Male Camp).
Judicial District: Oregon.
Capacity: FCI: 923, Camp: 512.
Population: FCI: 1,438, Camp: 455.
Staff: 379.

Location: In northwestern Oregon, in the heart of the Willamette Valley, 90 minutes from Portland. Off Highway 18 on Ballston Road. The area is served by Portland International Airport, Amtrak in Portland and Salem, and commercial bus lines.



MCFP Springfield

P.O. Box 4000
1900 West Sunshine
Springfield, Missouri 65801-4000
417-862-7041
Fax: 417-837-1711
North Central Region

Security Level: Administrative/
Male.
Judicial District: Western
Missouri.
Capacity: 912.
Population: 1,034.
Staff: 672.

Location: In Springfield, at the corner of Sunshine Street and the Kansas Expressway. Off Interstate 44. The area is served by the Springfield Municipal Airport and commercial bus lines.



FCI Talladega

565 East Renfroe Road
Talladega, Alabama 35160
205-362-0410
Fax: 205-315-4495
Southeast Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp).
Judicial District: Northern
Alabama.
Capacity: FCI: 644, Camp: 296.
Population: FCI: 837, Camp: 370.
Staff: 343.

Location: In the foothills of northern Alabama, 50 miles east of Birmingham and 100 miles west of Atlanta, Georgia. Off Interstate 20 on Renfroe Road.



FCI Tallahassee

501 Capital Circle, N.E.
Tallahassee, Florida
32301-3572
904-878-2173
Fax: 904-216-1299
Southeast Region

Security Level: Low/Female,
Administrative/Male.
Judicial District: Northern
Florida.
Capacity: 652.
Population: 969.
Staff: 339.

Location: Three miles east of downtown Tallahassee. On Highway 319 at its intersection with Park Avenue. Tallahassee is served by Tallahassee Regional Airport, Amtrak, and commercial bus lines.



FCI Terminal Island

1299 Seaside Avenue
Terminal Island, California 90731
310-831-8961
Fax: 310-732-5335
Western Region

Security Level: Medium/Male.
Judicial District: Central California.
Capacity: 452.
Population: 869.
Staff: 318.

Location: On a pier in Los Angeles Harbor, between San Pedro and Long Beach. Off Harbor Parkway to San Pedro (cross the Vincent Thomas Bridge and take Seaside Avenue to the Main Gate). The area is served by Los Angeles International Airport and Long Beach Airport, Amtrak, and commercial bus lines.



USP Terre Haute

Highway 63 South
Terre Haute, Indiana 47808
812-238-1531
Fax: 812-238-9873
Mid-Atlantic Region

Security Level: High/Male (adjacent Minimum/Male Camp).
Judicial District: Southern Indiana.
Capacity: USP: 741, Camp: 340.
Population: USP: 1,207, Camp: 326.
Staff: 510.

Location: Two miles south of the City of Terre Haute, which is 70 miles west of Indianapolis on Interstate 70. The institution is located on Highway 63. Terre Haute is served by Hulman Regional Airport and commercial bus lines.



FCI Texarkana

P.O. Box 9500
Texarkana, Texas 75505
903-838-4587
Fax: 903-223-4424
South Central Region

Security Level: Low/Male (adjacent Minimum/Male Camp).
Judicial District: Eastern Texas.
Capacity: FCI: 749, Camp: 220.
Population: FCI: 1,235, Camp: 402.
Staff: 316.

Location: In northeast Texas near the Arkansas border, 70 miles north of Shreveport, Louisiana, and 175 miles east of Dallas. Off Route 59 south, on Leopard Drive.



FCI Three Rivers

P.O. Box 4000
Three Rivers, Texas 78071
512-786-3576
Fax: 512-786-4909
South Central Region

Security Level: Medium/Male (adjacent Minimum/Male Camp).
Judicial District: Southern Texas.
Capacity: FCI: 784, Camp: 256.
Population: FCI: 1,034, Camp: 306.
Staff: 309.

Location: About 80 miles south of San Antonio and 73 miles northwest of Corpus Christi. On Interstate 37, 9 miles west of the town of Three Rivers; near the Choke Canyon Reservoir.



FCI Tucson

8901 South Wilmot Road
Tucson, Arizona 85706
602-574-7100
Fax: 602-670-5674
Western Region

Security Level: Medium/Male, Administrative Male/Female.
Judicial District: Arizona.
Capacity: 392.
Population: 772.
Staff: 237.

Location: In southern Arizona, 10 miles southeast of the city of Tucson, near Interstate 10 and Wilmot Road. Tucson is served by Tucson International Airport, Amtrak, and commercial bus lines.

**FCI Waseca**

P.O. Box 1731
University Drive, S.W.
Waseca, Minnesota 56093
507-835-8972
Fax: 507-837-4558
North Central Region

Security Level: Low/Male.
Judicial District: Minnesota.
Capacity: 334.
Population: 400.
Staff: 205.

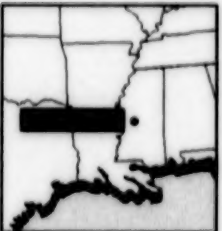
Location: In southern Minnesota, 75 miles south of Minneapolis on Interstate 35; 13 miles west of Owatonna on State Highway 57. The area is served by airports in Minneapolis (75 miles from the facility) and Rochester (70 miles away).

**FPC Yankton**

Box 680
Yankton, South Dakota
57078
605-665-3262
Fax: 605-665-4703
North Central Region

Security Level: Minimum/Male.
Judicial District: South Dakota.
Capacity: 655.
Population: 505.
Staff: 110.

Location: In southeastern South Dakota, 60 miles northwest of Sioux City, Iowa, and 85 miles southwest of Sioux Falls, South Dakota. Off Interstate 81. The area is served by airports in Sioux City and Sioux Falls, as well as Yankton municipal airport.

**FCI Yazoo City**

P.O. Box 5050
Yazoo City, Mississippi
39194
601-751-4800
Fax: 601-751-4905
Southeast Region

Security Level: Low/Male.
Judicial District: Southern Mississippi.
Capacity: 1,300.*
Population: 1,350.
Staff: 288.

Location: About 60 miles north of Jackson, Mississippi, off highway 49. The area is served by most major carriers at the airport in Jackson. Yazoo City also is served by Amtrak and commercial bus lines.

* When fully activated, Yazoo City's rated capacity will be 1,536.

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In the Works

The Bureau of Prisons has undertaken new construction projects to accommodate the growing Federal inmate population and reduce overcrowding in the institutions it already has open. The following institutions were scheduled to come online after September 30, 1997. Please note that the estimated construction completion dates are projections, not fixed dates. Also, once construction is completed at a new institution, that institution does not immediately begin accepting inmates, as there are necessary activation and preparatory procedures that must be completed beforehand.

FDC Brooklyn, New York

Detention

Rated capacity: 1,229.

Estimated construction completion:
September 1999.

FMC Butner, North Carolina

Medical Center

Rated capacity: 763.

Estimated construction completion:
March 1999.

FMC Devens, Massachusetts

Medical Center

Rated capacity: 986.

Estimated construction completion:
August 1998.

FCI Edgefield, South Carolina

Medium

Rated capacity: 1,152.

Estimated construction completion:
June 1998.

FPC Edgefield, South Carolina

Minimum

Rated capacity: 512.

Estimated construction completion:
April 1998.

FDC Houston, Texas

Detention

Rated capacity: 670.

Estimated construction completion:
May 1999.

FDC Philadelphia, Pennsylvania

Detention

Rated capacity: 757.

Estimated construction completion:
July 1999.

FCI Victorville, California

Medium

Rated capacity: 1,152.

Estimated construction completion:
October 1999.

Community Corrections

The Bureau's Community Corrections and Detention Division (CCDD) is responsible for the development and implementation of policies and procedures related to the administration of approximately 600 community corrections and detention contract facilities nationwide. The Division is responsible for the Bureau's efforts in privatization, and for coordinating the BOP's newly-acquired responsibility to confine sentenced felony offenders from the District of Columbia. Through its National Office of Citizen Participation, CCDD is responsible for the coordination of volunteer programs.

The Division's Detention Services Branch develops policies and provides program guidance for U.S. Marshals Service and Immigration and Naturalization Service prisoners who are housed in BOP institutions. Detention Services also administers the Mariel Cuban program. As approximately 25 percent of the Bureau's population are foreign nationals, the Detention Branch has been proactive in obtaining contract bedspace for this group.

In addition to the community corrections and detention professionals located in the Bureau's Central Office in Washington, D.C., each of the Bureau's six Regional Offices has a community corrections regional administrator. Collectively, these regional administrators oversee 13 management center administrators, and the activities of 29 Community Corrections Management (CCM) Offices throughout the United States.

Each CCM Office has a community corrections manager, who is responsible for the development, administration, and routine oversight of residential and non-residential services provided through contractual agreements. Programs and

services are facilitated through contractual agreements with Federal, State, county, and city Government agencies and through contracts with private agencies. Services provided by these agencies include prerelease programs; short and long-term detention; juvenile and adult boarding; and home confinement programs such as those using electronic monitoring.

The Bureau of Prisons is also actively involved in the expansion of new programs and facilities, including transitional drug-abuse treatment programs and Comprehensive Sanctions Centers.

Atlanta CCM Office

505 McDonough Blvd., SE
Atlanta, GA 30315
404-624-8141, Fax: 404-624-8145
Districts: Northern/Middle/Southern Georgia, South Carolina

Baltimore-MARO CCM Office

10010 Junction Drive, Suite 101-N
Annapolis Junction, MD 20701
301-317-3281, Fax: 301-317-3138
Districts: Maryland, Delaware, District of Columbia, Northern West Virginia, Eastern Virginia

Boston CCM Office

JFK Federal Building
Suite 2200
Boston, MA 02203
617-565-4293, Fax: 617-565-4297
Districts: Massachusetts, Vermont, Connecticut, Maine, Rhode Island, New Hampshire

Chicago CCM Office

200 W. Adams
Suite 2915
Chicago, IL 60606
312-886-2114, Fax: 312-886-2118
Districts: Central/Northern Illinois, Eastern/Western Wisconsin

Cincinnati CCM Office

36 East 7th Street
Suite 2107-A
Cincinnati, OH 45202
513-684-2603, Fax: 513-684-2590
Districts: Eastern Kentucky, Southern Indiana, Northern/Southern Ohio

Dallas CCM Office

4211 Cedar Springs Road
Suite 100
Dallas, TX 75219
214-767-9999, Fax: 214-767-9794
Districts: Oklahoma, Northern Texas

Denver CCM Office

1961 Stout Street, Rm. 683
Denver, CO 80294
303-844-5176, Fax: 303-844-6189
District: Colorado

Detroit CCM Office

1850 Federal Bldg.
477 Michigan Avenue
Detroit, MI 48226
313-226-6186, Fax: 313-226-7327
Districts: Eastern/Western Michigan, Northern Indiana

El Paso CCM Office

208 Mesa One Building
4849 North Mesa Street
El Paso, TX 79912
915-534-6326, Fax: 915-534-6432
Districts: New Mexico, Western Texas (Midland, Pecos, Del Rio, and El Paso Division)

Houston CCM Office

515 Rusk Street, Rm. 12016
Houston, TX 77002
713-718-4781, Fax: 713-718-4780
Districts: Southern/Eastern Texas

Kansas City CCM Office

U.S. Federal Courthouse
500 State Avenue, Rm. 237
Kansas City, KS 66101
913-551-5714, Fax: 913-551-5718
Districts: Northern/Southern Iowa,
Kansas, Nebraska, Western Missouri

Long Beach CCM Office

501 West Ocean Boulevard
Suite 3260
Long Beach, CA 90802-4221
310-980-3536, Fax: 310-980-3543
District: Central California

Miami CCM Office

401 North Miami Avenue
Miami, FL 33128-1830
305-536-5705, Fax: 305-536-6530
Districts: Puerto Rico, Virgin Islands,
Southern Florida

Minneapolis/St. Paul CCM Office

300 South 4th Street
Suite 1210
Minneapolis, MN 55415
612-664-5560, Fax: 612-664-5569
Districts: North Dakota, South Dakota,
Minnesota

Montgomery CCM Office

P.O. Box 171
15 Lee Street
U.S. Courthouse, Rm. B-18
Montgomery, AL 36101
334-223-7480, Fax: 334-223-7012
Districts: Southern/Middle/Northern
Alabama, Southern/Northern
Mississippi, Northern Florida

Nashville CCM Office

U.S. Courthouse, Rm. 599
Nashville, TN 37203
615-736-5148, Fax: 615-736-5147
Districts: Eastern/Middle/Western
Tennessee, Western Kentucky

New Orleans CCM Office

501 Magazine Street
Suite 1211
New Orleans, LA 70130
504-589-2371, Fax: 504-589-2378
Districts: Louisiana, Arkansas

New York CCM Office

26 Federal Plaza
Rm. 36-110
New York, NY 10278
212-264-9520, Fax: 212-264-9516
Districts: Southern New York,
New Jersey

Orlando CCM Office

135 W Central Blvd., Suite 650
Orlando, FL 32801
407-648-6055, Fax: 407-648-6058
District: Middle Florida

Philadelphia CCM Office

1880 John F. Kennedy Boulevard
Suite 602
Philadelphia, PA 19103
215-587-1582, Fax: 215-656-7050
Districts: Eastern/Middle Pennsylvania

Phoenix CCM Office

Suite 425
234 N. Central Ave.
Phoenix, AZ 85004-2212
602-379-4947, Fax: 602-379-4061
Districts: Southern California, Arizona

Pittsburgh CCM Office

411 7th Avenue, Room 1204
Pittsburgh, PA 15219
412-644-6560, Fax: 412-644-3408
Districts: Northern/Western New York,
Western Pennsylvania

Raleigh CCM Office

310 New Bern Avenue, Rm. 325
Raleigh, NC 27611-7743
919-856-4548, Fax: 919-856-4777
Districts: Southern West Virginia,
Eastern/Middle/Western North Carolina,
Western Virginia

Sacramento CCM Office

3522 Federal Building
650 Capitol Mall, Room 3522
Sacramento, CA 95814
916-498-5718, Fax: 916-498-5723
District: Eastern California

St. Louis CCM Office

U.S. Federal Courthouse
1114 Market Street
Room 902
St. Louis, MO 63101
314-539-2376, Fax: 314-539-2465
Districts: Southern Illinois, Eastern
Missouri

Salt Lake City CCM Office

U.S. Courthouse
350 S. Main Street, Rm. 503
Salt Lake City, UT 84101
801-524-4212, Fax: 801-524-3112
Districts: Utah, Wyoming, Nevada, Idaho

San Antonio CCM Office

727 E. Durango, Room B-138
San Antonio, TX 78206
210-472-6225, Fax: 210-472-6224
District: Western Texas

San Francisco CCM Office

450 Golden Gate Ave.
P.O. Box 36137
San Francisco, CA 94102
415-436-7990, Fax: 415-436-7995
Districts: Northern California, Guam,
Hawaii

Seattle CCM Office

3160 Jackson Federal Bldg.
915 Second Ave.
Seattle, WA 98174
206-220-6593, Fax: 206-220-6591
Districts: Alaska, Oregon,
Western/Eastern Washington, Montana

Statistical Data, FY-97

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General Data

Inmates Under Bureau Jurisdiction

Total	112,289
In Bureau Institutions	101,091
In Contract Facilities*	11,198

* Includes Federal inmates in privately operated Community Corrections Centers and Detention Centers, State correctional institutions, juvenile offenders, and others.

Sentenced	89.7%
Unsentenced	10.3%
Staff to Inmate Ratio	1:3.71

Inmate Characteristics

Average Age	37
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Gender

Male	92.6%
Female	7.4%

Race

White	58.3%
Black	38.4%
Other	3.3%

Ethnicity

Hispanic	29.1%
Non-Hispanic	70.9%

Citizenship

U.S.	73.0%
Mexico	11.6%
Colombia	4.1%
Cuba	2.6%
Dominican Republic	1.9%
Jamaica	1.3%
Nigeria	0.5%
Other	5.0%

Type of Commitments

U.S. Code	96.6%
Probation Violation	1.4%
Parole Violation	0.8%
D.C. Superior Court	0.5%
State, territorial	0.7%

Median Months Expected to Be Served

All offenses	68
Drug offenses	82
Robbery	98
Property offenses	51
Extortion, fraud, and bribery	23
Homicide, aggravated assault, kidnapping	143
Firearms, explosives, arson	62
White-collar offenses	15
Immigration	20
Courts or corrections	25
National security	74
Continuing criminal enterprise	170

Inmate Status

Inmates by Security Level

Minimum	28.8%
Low	34.3%
Medium	22.9%
High	14.0%

Statistics by Inmate Security Level

	MIN	LOW	MED	HIGH
Sentence Length				
Median sentence length	60	78	120	180
Sentence Imposed (as % of Population)				
Under 1 year	4.1%	1.3%	0.3%	0.3%
1-3 years	25.1%	13.1%	5.3%	1.2%
3-5 years	18.1%	15.7%	8.7%	2.9%
5-10 years	29.0%	33.7%	28.7%	16.5%
10-15 years	10.0%	22.7%	28.0%	18.8%
15-20 years	2.3%	7.7%	11.7%	15.5%
Over 20 years	0.0%	5.3%	16.7%	28.4%
Life sentence	0.1%	0.5%	1.0%	16.4%
Offense (as % of Population)				
Drug offenses	67.0%	66.5%	35.0%	38.8%
Robbery	6.0%	5.9%	10.0%	27.8%
Property offenses	7.0%	5.4%	0.0%	5.6%
Extortion, bribery, fraud	13.0%	3.4%	2.1%	0.8%
Homicide, aggravated assault, kidnapping	0.0%	1.7%	0.0%	8.9%
Arms, explosives, arson	9.0%	7.0%	13.0%	13.6%
All others	4.3%	11.1%	7.0%	4.5%

Personnel

Personnel, September 30, 1997 30,212

Gender

Male 73.4%

Female 26.6%

Race/Ethnicity

White 67.4%

African American 19.2%

Hispanic 10.0%

Other 3.4%

Education

High school 33.7%

Technical school 4.5%

Some college 31.4%

Bachelor's degree 19.4%

Some graduate work 2.6%

Master's degree 4.9%

Ph.D. 1.6%

Advanced professional degree 1.9%

Age

18-24 1.7%

25-29 13.7%

30-34 25.7%

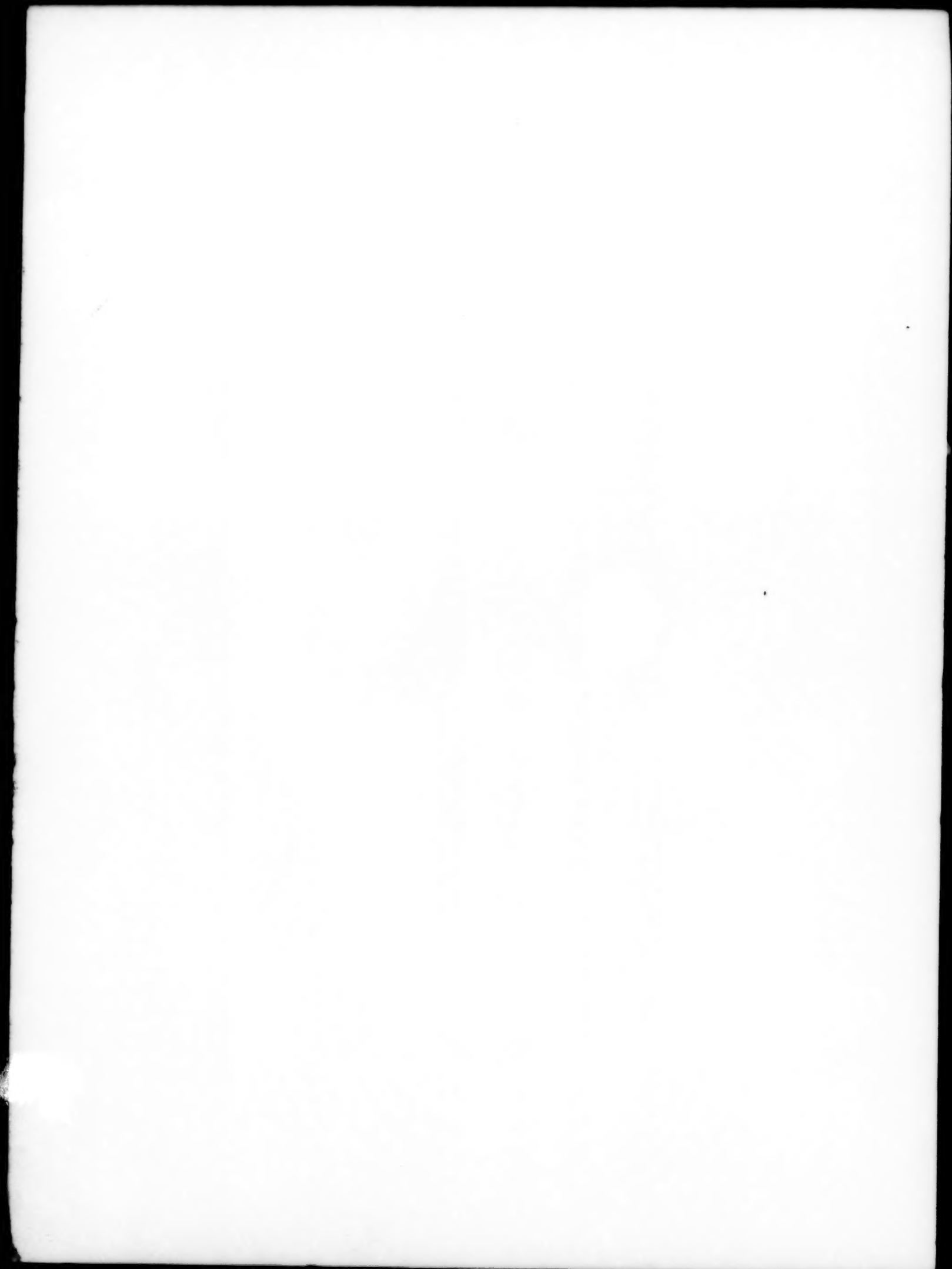
35-39 26.9%

40-44 17.1%

45-49 10.1%

50-55 3.9%

Older than 55 0.9%



END

12-29-99